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JOBS FOR GIRLS

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JOBS FOR GIRLS

HAZEL RAWSON CADES

HARCOURT, BRACE AND COMPANY
NEW YORK

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CONTENTS

1. ARE YOU LOOKING FOR A JOB?	3
2. GETTING A JOB	12
3. KEEPING A JOB	20
4. EVERYBODY EATS	28
5. DOLLARS AND SENSE IN CLOTHES	39
6. THE BIG BAZAARS	50
7. THE BEAUTY VENDERS	58
8. PLAYING HOUSE	66
9. ENTERTAINING IN A BIG WAY	78
10. ARE THERE TOO MANY NURSES?	88
11. HEALTHY WORK	96
12. WHO WILL MIND THE BABY?	104
13. "ASK MY SECRETARY"	113
14. BOOK-LOVERS' BUSINESS	122
15. THE EDITORIAL WE	133
16. THE PICTURE-MAKERS	141

18654

CONTENTS

17. THE PICTURE-TAKERS 149

18. SELLING THE WORLD 157

19. TELLING THE WORLD 165

20. THERE'S MONEY IN THE BANK 173

21. WORKING FOR UNCLE SAM 181

22. HELPING PEOPLE OUT 189

23. LIVING WITH YOUR JOB 198

READING LIST ON OCCUPATIONS 207

JOBS FOR GIRLS

1

ARE YOU LOOKING FOR A JOB?

Fifty years ago, if we can believe the stories, the world was full of girls panting to do things, beating their wings against fathers' prejudices and the speech of people. Those girls were pioneers. If their urge was strong enough they picked up their skirts, jumped the fences, and were "emancipated." If it was not strong enough, they wept or sulked or turned to fancy work, and are now telling their grandchildren how great they might have been.

Nowadays when "jobs for women" is a commonplace the problem is a little different. The girls with the urge still do what they always have done, crash through to a garret or to Hollywood, to a gentlewomanly profession or to a dirty-handed job. But there are many girls today to whom working is desirable because it indicates not destiny, but pocket money or sustenance, or just something to do so that they will not be bored. To these girls the question is not whether

they shall work; it is rather what they shall work at.

It seems useless to advise any girl who, in full knowledge of what it entails, is honestly convinced that she is destined to be great or exclusively happy in any particular business or profession. Usually the only thing that will prove her right or wrong is a trial.

The girls who really need help are those who have no convictions or who, for lack of correct information about what various jobs really mean, are trying to chart their courses without a reliable compass. They are looking for a job and do not know where to find it.

Girls, for instance, are interested in clothes designing. They have heard that there is big money in it. They like clothes; in fact they are considered the best-dressed girls in town. They can sketch. Where can they go for a job which will bring them in $10,000 a year, or more?

Girls "like to write"—they "think it would be nice to be an editor." Can they write? And do they realize that the ordinary editor's job offers about as much chance to write as it does to practice plumbing?

They think they would enjoy being interior decorators. (You meet such nice people.) But they are amazed at the length of the ordinary decorator's apprenticeship. And they have never stopped to think

whether their town is the sort of town which could possibly support another decorator.

When you choose a job you have to consider more than the fact that you think you might like it. There are three general questions that it is well to ask yourself:

1. What are the facts about the job?
2. What qualifications does it demand, and have you these qualifications?
3. What returns does it offer, and will they satisfy you?

WHAT ARE THE FACTS ABOUT THE JOB?

To answer this question you must find out, from people who know, such necessary information as: Is it a full-time or part-time job? Is it in the country or the city? Is it a stationary or a traveling job, indoor or outdoor? Will it mean working with people or alone? Does it entail pleasant surroundings and companions or unpleasant ones? Is it a job that demands a long apprenticeship or quick mastery? Does it offer many openings or much competition? Is it a routine job or one for a girl with initiative? Is it a salary job or might it develop into a business of your own?

Does clothes designing, for instance, mean sketching imaginary costumes that you think are sweet, or does it mean the actual construction of models that will look well to a great many people and also sell well and at a profit?

Does editing mean going to lunch with fascinating authors and dashing off editorials or does it mean painstaking make-up and word-counting?

Does interior decorating mean seeing your name under pictures of elegant Long Island interiors in *The House Decorative,* or does it mean shopping for picture wire and measuring curtains?

In other words what are the plain facts underneath the glamor of the job? Find out before you go on to think about the second question.

WHAT ARE THE QUALIFICATIONS AND DO YOU HAVE THEM?

I heard an executive say recently that the discouraging thing about interviewing young people for jobs nowadays is that they are not at all interested in what they have to offer to a job but only in what it pays. This, I suppose, is a rather natural result of the opening up of business to the rank and file, who cannot all be expected to feel an urge. This man

pointed out, justly, that there must be some equation between qualifications and returns.

A cake, in other words, is never better than the materials that go into it; skill and beating help, but it must also have eggs. So with jobs. Diligence pays, but there are a great many other qualities which must be considered. You might, with all the will in the world, work hard at music without getting far, and with less effort be a brilliant success in the insurance business.

Different jobs call for different qualifications. Some demand special training or special creative ability. Some demand experience, patience, strength and good health, executive ability, or cheerfulness. Others require quickness, painstaking accuracy, the ability to withstand discouragement. Occasionally capital, "pull," "family," and social connections are indispensable—and frequently the job demands just good hard work.

Many of these qualities or conditions can be acquired if you really want to acquire them, but the question to ask yourself is whether, given certain abilities, you prefer to choose a job in which you can capitalize them easily or to try to adapt yourself to a job for which you are less well fitted.

I have known women who with little ability have

spent their lives happily, working at problems much too big for them. But for most people I think satisfaction in the job is somewhat dependent on seeing more material results from energy spent.

WHAT RETURNS DOES THE JOB OFFER, AND WILL THEY SATISFY YOU?

Find out not only what is the highest that the job you are contemplating has ever paid but also the lowest. Is money important to you? Do you want to earn a lot of money, or need to? Can you afford to take an apprentice's small salary now for the sake of a bigger one later on?

Often a girl is influenced by the fact that the less pleasant job is more remunerative and that she needs money. Many girls who would cheerfully wear old clothes and cook their own meals for the chance to paint are prevented from doing so, not because they haven't the urge, but because they can earn $35 a week as a stenographer, and little brother Bobby must be educated.

Consider whether there is a probable future for the work you have in mind or whether it is a fad which will not last. Some jobs are temporarily amusing but lead nowhere.

Is the work you are contemplating the sort that will continue not only to offer opportunity but also to interest you as you grow older, and will it develop with you or lead to something better?

Or perhaps you want a job only temporarily, as a stop-gap to matrimony? There is nothing disgraceful in such an attitude, provided you admit it and do not expect too much from the job.

Are you ambitious, and will your job give your ambition a chance? Do you want fame, and does this job offer an opportunity for a professional reputation, or will it mean just anonymous success? Do you want leisure to write or travel or garden on the side, and will this job make that possible? Will it give you an opportunity to meet the kind of people you want to know?

Do you want to work hard and make your job the important thing in your life, or divide your energies between it and something else? Remember that with your job you may spend a large proportion of your time, and consider well whether it promises to be the sort of companion and stimulus your spirit needs.

A temporary job may sometimes be taken lightly and regarded merely as a meal ticket. But if you are serious about working you must see in your job something that dovetails with your life, that rounds

it out and helps make it richer and sturdier and happier.

If you talk to women who have done the things you want to do you will learn a great deal. They will tell you, perhaps, what has helped or hindered their careers, what they lacked in training, or what, if they were starting over again, they would try to get for themselves to make progress easier and results more certain. And, if they are like almost every one who has ever been interviewed, they will also tell you that if they had been a musician instead of a lawyer, or a doctor instead of a librarian, perhaps they would have done much better.

Talk to as many people as possible, get their opinions, and then go back and sit down and go over your list of questions again. Landscape gardening, which you had thought was the perfect job, may turn out to be, for you, not as good a possibility as insurance. You may be amazed that you ever thought you would like to be a dancer when obviously it has always been intended that you should start a circulating library in your libraryless town.

Do not confine yourself, if you can help it, to standardized employments, and try not to be overinfluenced by precedent. If you have a venturesome spirit it may just as well take you safely into plumb-

ing or onion-growing as into a department store or a tea-room.

Study not only the jobs which exist but also conditions which may make new jobs possible. A clever woman was so sure that all the types of jobs had not been catalogued that she started an employment bureau in an attempt to meet not only the regular standardized vacancies but also any sort of odd job that needs doing. It becomes increasingly clear, not only that all the jobs have not been filled adequately, but also that they have not even been named. There is plenty of chance for twentieth-century pioneers.

2

GETTING A JOB

THERE are some to whom an academic discussion of interior decoration versus department stores, or photography versus cold cream, is endlessly fascinating. Others, more practical, less imaginative, or further along in the process of making up their minds about what they want to do, ask for more explicit and at the same time more general information.

"Where are the jobs," they ask, "and how do we get them?"

Jobs have a potential existence in any organization that is doing what you want to do. Just walking up to the front door and inquiring has unearthed some good jobs, but this method takes patient persistence and a lot of shoe leather. Don't be afraid to try it if it is the only way you see, and don't scorn filling out application cards for future reference. They are not just filed in the waste-paper basket. Backed by a good

impression, they do count, and they may mean just the timely suggestion that a harassed employer will act on in an emergency.

All this preliminary running about may sometimes be eliminated if you know some one who knows some one else who works in a place, and so forth. The cultivation of a large circle of acquaintances in the field you hope to enter sometimes brings a reward.

Some businesses make a practice of filling vacancies by advertising. It is not much trouble to watch for items in papers which specialize in your line, and it costs only a little trouble and notepaper to follow up leads.

Consulting an employment bureau is probably the easiest way of tracking down jobs, because it is the business of the agency to be informed on openings, and their introduction gets you an interview. You pay them a commission on the job you get. The only reason that this method is not recommended to all job-seekers is that most agencies deal with more or less standardized occupations, and many jobs never find their way to any agency to be filled.

The value of the agency's introduction to a prospective employer varies, naturally, with its standing. It may practically clinch the job, and even if it

just gives you an address and gets you by the office boy, it has done you a good turn.

If I were a young thing looking for a job I would take any introductions I could lay my hand to—letters from the heaviest stockholder whose niece is your best college chum, letters from competing editors or decorators or tea-room keepers, even if they may be suspected of working off undesirable material, letters from fond friends who have nothing better to do than write them. They won't get you the job, but they will get you inside the door. From then on no friend and no gilt-edged introduction can help you. You stand on your own feet (or hook them agitatedly around the chair legs) and pray that the employer has a kind heart and a discerning eye.

Send your letter of introduction with a brief, carefully typed, and sparingly worded letter asking for an interview. Don't ramble all over six pages telling about your family tree and your hopes and fears. Be frank but slightly reticent. The employer will appreciate this.

In every case except a time emergency when you know of a vacancy for which applicants are being interviewed for speedy hiring, writing a letter asking for an interview is the best method to use. In many organizations definite hours are set for interviewing

and hiring, and in others no one is seen without an appointment. If a vacancy exists and many applicants are being seen in succession, be sure to be early. After an employer has spent hours interviewing people he loses interest in all of them.

Unless it is absolutely necessary or you are invited to do so, never telephone for an appointment. If there is anything that infuriates the average busy man or woman it is to be called in the middle of business hours by some one who wants to ask a favor. Reserve this method for the conferring of favors when you get up in the world.

Two factors are important in getting a job. One is special training for the position you have in mind. The other is practical experience. If you have one of these qualifications you have definite values to offer.

There are certain jobs open to people without experience, and many for which no standardized training is possible or necessary. There is hardly a good job now available, however, in which a sound general education is not almost obligatory. It used to be true that you could start with a grammar school training and work up. Now the same industries are demanding a high school education, and more and more of them are placing greater value not so much on a college

degree as on the mental training which college work is supposed to give.

It seems to me a grave mistake for a girl who wants to be successful at any job to stop short of a high school education if she can help it, or to fail to grasp any opportunities to prolong her education beyond this point. Nowadays when extension courses are so accessible there is no excuse for anybody's remaining ignorant. Some of the best results are obtained by carrying on courses simultaneously with a job. As you gain experience you grasp things better and appreciate them more.

Personality undoubtedly has a great deal to do with the first impression, which often decides whether you get a job. Aside from the special characteristics demanded by a special job or those required by the personal idiosyncrasies of an employer, certain qualities are more or less appealing to everybody.

It is difficult to define charm, and popularly it is not supposed to be a factor in business, but it is, and if you have it you are apt to stand a better chance of getting the job you want. By this I do not mean any overfeminized combination of airs and graces. I mean that delightful and indefinable quality that makes people enjoy buying a bolt of ribbon from one salesgirl or rush today to rent from one real estate agent

the same house that yesterday they turned down from another.

Sometimes in business it is called the "right attitude," and it is really a combination of friendliness and reticence, of assurance and modesty, of ambition and willingness to do anything, of today's accuracy and tomorrow's vision. If you can define it at all, you must define it in terms of common sense. It is the ideal attitude of the girl who is willing to take any job and work hard at it while she admits no ultimate limitations.

How far personal appearance goes is a moot question. I think it goes a long way. We long ago exploded the twin fallacies that the pretty girl is surely dumb and the homely one a faithful paragon of virtue. Almost every employer realizes that there is more often than not a fundamental connection between neatness of fingernails and neatness of type margins. I am not speaking here of fashionable appearance, though that is a necessity for fashionable professions. I mean rather the neatness and the precise signs of good breeding which distinguish the up-to-date, wide-awake young woman.

The girl who looks alert, well groomed, and tastefully dressed promises not only to be an ornament to an office but very often to display similar character-

istics in her work. Personally I should never approve a girl as a stenographer, a cook, or a daughter-in-law whose finger-nails were grubby and whose shoulder straps slipped up, for I should expect her to be erratic with commas or to show no niceness in garnishing my chops or cherishing my son's affections. My opinion is perhaps extreme, but I find it is shared by many great ones. Many a chance of a job, if you can believe what you hear, has been lost by way of a soiled glove or an inexpertly applied lipstick.

The interview is probably the deciding factor in whether you get the job. It may seem unfair, but it is right that education, background, and experience should be measured against the way you look, talk, and act when you first meet your would-be employer. He has to get along with you as you are, and he is justified in crossing you off his list if you impress him unfavorably.

It is impossible to make yourself over for the purposes of an interview and impossible to account for any employer's likes and dislikes, but you should keep in mind that certain things are pretty generally desirable.

First: Be on time for your interview. Nothing so prejudices any employer as tardiness at first appearance.

Second: Look nice. Do not dress yourself up, but be neat, well groomed. Among successful business women nowadays there is a certain accepted way of dressing which is restrained yet smart. Study a few samples if you get a chance before you make your start. In general you can be fairly sure that any employer will favor well-brushed clothes, polished well-kept shoes, clean gloves, neat stockings, conservative makeup, well-groomed hair.

Third: Let your employer do most of the talking. Speak pleasantly, in a low voice. Don't gush. Ask necessary questions, but don't air too many views or tell him the story of your life. Make it clear that you are willing to start at any job, but intend to go on and up.

Fourth: If a job is offered accept it only if you are convinced that you can work at it faithfully. It is unfair to take a job with the idea of leaving for a better place as soon as the opportunity offers.

Fifth: Let the employer terminate the interview.

3

KEEPING A JOB

WHY is it that some girls get jobs but cannot keep them? Why are some forever changing? Why do some go on and on year after year, slightly unsatisfactory workers at the same old salary? And why do some go on and up like ambitious skyrockets?

It sometimes seems as if it is easier to get a job than to keep it or improve on it. Girls get in because of an emergency call and scarcity of applicants, because they make a good first impression, because somebody knows their uncle, or because the employment manager is soft-hearted, tired, or susceptible to a Southern accent. Once in, however, the game has just begun, for in the world of jobs it is not true that "finding's keeping."

Some girls lose their jobs because they have not the education or technical training that the work demands. This is more or less unavoidable, provided

the employer can not spare the time or has not the patience to wait for his employee to remedy the trouble.

Some lose their jobs because businesses retrench or are reorganized to need fewer workers. This is nobody's fault, just bad luck.

Some lose their jobs because they cannot get along with their employer or fellow employees. This bears looking into. Sometimes the fault is not that of the girl who loses her job. But in general, given a fair office manager, it is the trouble-maker who is eliminated first.

Sometimes family demands prevent a girl from keeping her job. This is unfortunate and should be prevented if possible. Families have no right to interfere with a girl's work, and employers are usually unwilling to stand for it. One of the most objectionable types of worker is the girl who is continually injecting her private affairs or her family's into her business life.

Often the trouble seems to be the girl's inability to adapt herself to her employer's wishes or to the routine of the office. It is all right to be an individualist if you can afford to, but big business must be carried along on routine lines, and there is neither time nor inclination to make exceptions. You may be

able to work better for short periods at a time instead of the regular office hours of nine to five. You may work better after five than beginning at nine o'clock sharp, but offices cannot be adapted to everybody's whims. If you cannot adjust yourself to your office routine the only thing for you to do is to go out and get a job that is adjusted to you. You have to be good to do this.

Poor health, chronic illness which means loss of time, and the physical inability to do the required work are other great drawbacks. No employer wants a girl around sniffling with a cold, nor does he relish being told she is lying down with a headache when he rings for her to take dictation. Most employers are decent about sick leave, but you must remember that it means money out of their pockets every time you fail to punch the time-clock.

Laziness, lack of interest, lack of tact, and a general inability to "click" on the job also stand in the way of a great many girls' keeping and improving their positions. Sometimes it is not anything that an employment manager can put his finger on. There just is not that response to the work which a really good worker gives. It is really a lack of positive qualities of success. But it works against you just the same.

So much then for the things that hold you back.

Now let's see, if we can, what qualities there are which seem to put some girls ahead faster than others.

A woman who hires and fires a good many people and who also finds time to do a lot of thinking about it, says that she has one test for the worth-whileness of her workers: *Do their tails wag on the job?*

She hits here on one fundamental reason for success, a real interest in the job. Of course there must be other contributing causes, and there may be reasons that nullify. You may be interested and still very dumb. You may be unskilled, uneducated, unfitted for the job you are holding. Your personality may be unpleasant to your employer. You may be careless, ill, inaccurate, pushing, tactless, or temperamental. But if you are *really* interested in the job, if your eyes light up over it and your "tail wags," you have overcome one of the fundamental obstacles to success.

The next constructive thing, I should say, is good health, not only freedom from organic trouble but *positive health.* This means regular habits of eating, sleeping, exercising, and thinking—habits which must be adapted to every individual and every job. You owe this to your employer and will find it of the greatest mental, physical, and pecuniary benefit.

The next thing you need to go on and up is an increasing amount of knowledge. No matter what your

job is, the more you know the better worker you are. Practically all worth-while businesses today are demanding at least a high school education to start with and will gladly take more. A general education should be only the preliminary, however, for the girl who wants to succeed. She should make it her business to have an inquiring mind and to learn as much and as rapidly as possible about the industry or profession with which she has cast her lot.

The fourth quality you need is workmanlike pride in a good job done. This quality makes good artisans, good editors, good photographers, good salesmen, and good stenographers. It means carefulness, style, neatness, precision, all the qualities that go to make perfect work.

Next in importance is fidelity to the employer's best interests. This means following the rules of the organization, giving loyalty to their ideals, and contributing not only your pay envelope's worth of work but also any constructive thought that is in you. Your personal ambition should be nicely balanced with your unselfish ambition for your employer. As long as you stay in an organization be loyal to it; when you cease to be loyal get out.

Your relations with your fellow workers are as important as your attitude toward your employer.

Jealousy, gossip, inter-office intrigue, and the inability to pull together keep more girls back than any of them know.

Outside interests and hobbies are important. They prevent you from getting into a rut and give you perspective on your job.

Tact, charm, a well-modulated voice, a nice manner, and all the other evidences of good breeding are always useful, and in many jobs absolutely necessary. Good grooming and good looks are tremendously important to any girl in business. She should be dressed neatly, with conservative suitable smartness, and she should keep her hands, hair, and skin nice.

Gertrude Lane, editor and director of the *Woman's Home Companion* and one of the most able executives in the business world, offers the following trenchant bits of advice to the would-be holder of and improver on a job:

"Do anything that comes up, no matter how tiresome it is.

"Be punctual about office hours and lunch hours.

"Don't get the habit of asking favors, permission to leave early or to stay out an extra long time at noon or to be away a Saturday morning. It embarrasses your employer to refuse you these favors, and it is

frequently inconvenient and subversive of office discipline to grant them.

"Don't watch the clock.

"Be careful about your personal appearance.

"Never ask for an increase in salary because you need it. Your request should be based upon the fact that you earn it.

"Don't worry for fear you are not attracting the attention of your chief. In my own office I know the kind of work every individual is doing, however humble the position.

"If you suggest ideas, suggest also how these ideas can be carried out.

"Punctuality, faithfulness, loyalty are all desirable qualities, but they are not big enough for the big job. Those qualities are taken for granted, after a certain stage in your career has been reached, and usually suitably rewarded. But to get to the top you must add to these qualities imagination, initiative, and some sort of understanding as to what it is all about."

Contrary to many people's opinion it is not always most desirable from the standpoint of a worker or an employer for the job to be *kept*. Nobody in business has patience with the girl who continually hops from one job to another. It shows instability, lack of interest, and usually not much real ability. But there is

such a thing as staying in a job too long. Some girls lose all ambition in a safe, easy job and just drift along, taking their pay envelopes and feeling resigned to the fact that they never hold more money.

Some girls hate their jobs but stay on and grouch because they are too lazy or too much scared to break new paths.

If you are not getting on in your job, if you are not happy in it, if your employer shows no signs of being pleased with your work, it is time for you to take yourself aside and find out the trouble. After that, if you must conscientiously admit to yourself that it is not in your power to make a better go of it and if you find that your employer shows no signs of being interested in changing conditions or taking some initiative in the matter, then pluck up your courage and do something yourself. Have the wit to go out and get yourself a new job to which you can adjust yourself better and in which you will be happier and your employer will be better served. The successful business career does not allow for ruts, detours, or long parking periods.

4

EVERYBODY EATS

THEY say that the instinct for food is the only one which we can be sure *is* an instinct. At any rate we know one thing. Everybody eats and shortly has to eat again, and unless some startling discovery is made to overturn our habits, food will continue to be a universal and recurring need. If you are looking for a job and would like to choose one which will not go out of style or cease to be in demand, you cannot do better than to consider *food*.

If you want to go a long way and to know as much as possible about your subject, the best plan is to take a complete course in home economics at some good college or university, such as Teachers College at Columbia University, the New York State College of Home Economics at Cornell University, Simmons College, the University of Chicago, the Kansas State Agricultural College, the Iowa State College, the University of Illinois, the University of California,

or the University of Wisconsin. With this training you will be equipped for any one of many different jobs. You may want to be a dietitian. Splendid opportunities for women who know food from the health angle are open in hospitals, sanitariums, hotels, schools, colleges, and other large institutions.

You may want to specialize in research. Laboratories for food testing and experimentation are being developed, not only by food manufacturers, but also by gas and electric companies and manufacturers of household equipment such as cooking utensils and stoves. For women with a technical knowledge of food and a flair for writing or advertising there are various jobs open in the educational departments of such businesses or in the editorial or advertising field. Also, the old-time demonstrator is being replaced by highly trained women who have the knowledge and social presence to appear before clubs and civic organizations and talk about food in the interest of some particular brand.

There are more and more restaurants, tea-rooms, and cafeterias financed by corporations or connected with schools or clubs. Capable women are needed to take charge of these for a salary, and here is an opportunity for the woman who has no capital or who does not want to take the responsibility of a business

of her own. In large tea-rooms there are salaried positions as hostesses, managers, or assistant managers. In many instances domestic science training is demanded for managerial positions that have to do with the kitchen.

Naturally, for many of these positions it is not necessary to have completed a four-year domestic science course. There are shorter courses available in various cooking schools, universities, colleges, and Y.W.C.A. branches which in many instances will give a girl adequate training for what she wants to do. At Pratt Institute in Brooklyn, for example, the one-year course includes cooking (general, large quantity, and serving), chemistry, bacteriology, physiology, nutrition, house management, heating, plumbing, and lighting, institutional problems, marketing, cost accounting, field trips, and physical education.

At Miss Farmer's School of Cookery, Boston, a one-year course, an intensive two-month course, and correspondence courses are given. The one-year class is made up chiefly of young women recently graduated from high school or college who are especially interested in this subject.

Alice Bradley, principal of the school, says:

"Many of these girls go into homes of their own, but others after their intensive training have secured

positions which have been pleasant and remunerative. One has been very happy in a large cake-shop where she became expert in frosting and decorating cakes. Others have had charge of the salad and sandwich-making in tea-shops, while still others have been successful in working for public utility companies and dealers in special equipment. Several have operated their own tea-rooms profitably.

"Many people who are kept at home and are unable to go away to school find that the correspondence courses in Cooking for Profit and Candy Making for Profit have been a real help to them.

"In the correspondence courses, work sheet formulae show step by step just how to make all kinds of candies, cookies and cakes, and other things for which there is a good sale in most places. Every smallest detail of mixing and manipulation is included in these work sheets. Sales plans and material for boxing candy and other things are supplied, and for the girl who cannot leave home, it opens up possibilities for an excellent business.

"We stress the possibilities in the catering business. A person who perfects herself in the making of sandwiches may be called upon regularly to prepare them for every afternoon tea or club party that may be given. Another person may become adept in the

making of attractive cakes, orders for which will come to her first from her neighbors, then from their friends, and later perhaps from people many miles away.

"When the pupil is able to plan, prepare, and serve an excellent meal successfully, whether it be a company luncheon, afternoon tea, dinner of several courses, or a buffet spread, there are several lines open to her. A great deal of entertaining is being done at club houses, and many girls are taking positions where they have complete charge of the special meals served there, while others are successful in going into the homes of their patrons and preparing meals that are more interesting and pleasing than can be secured in most public eating-places.

"Since women when they entertain at home wish to be with their guests rather than in the kitchen, the person who is competent to take full charge in the kitchen preceding and during the meal hour will be a boon to many communities where regular cooks are not kept and where much entertaining is done."

That the interest in cooking and allied arts is not purely commercial is illustrated by the "home-preparedness" course for brides and young business women instituted lately by the New York State Federation of Women's Clubs at the Home-Making Center

in the Grand Central Palace. Here young women listened to lectures and took part in discussions calculated to increase their knowledge of many things, all the way from dishwashing to how to feed one's husband for his body's health and his pocketbook's well-being.

Of all the food jobs apparently the tea-room offers the most interesting line to the general public. Women have made money at it and at the same time have had the pleasure of working in a medium they understand and enjoy and of building a business in which they can feel pride and satisfaction. It is also unfortunately true that many women have lost money in this business, and it might be well to study the reasons.

Sarah Field Splint has probably done as much as any one to make food mean more than just something to eat. Miss Splint calls herself a food consultant. She has had active experience not only in her own successful coffee house but also in the laboratory and experimental kitchen and as a writer, editor, and speaker.

Here are some of the things Miss Splint told me about tea-rooms:

"The fact that everybody eats leads many people to think that feeding them is an easy way to make money. This may once have been true, but the tea-

room-restaurant-cafeteria game has become so highly competitive that it no longer offers, if it ever did, a chance of easy money to the untrained person. It means hard work and special business qualities and training.

"It is a fallacy that if you know good food you can make a living selling it, but it *is* necessary to know good food. No matter how softly your candles glow, how spotlessly your silver shines, or how cordial your welcome is, what the people propose to pay for is food. It need not be elaborate but it should be appetizing, varied, and consistently up to standard. One of the most successful tea-room keepers, whose various establishments serve unfailingly delicious food, makes it a point to eat a meal or have some member of her family eat one each day in one of her establishments. They are wise enough to criticize instead of letting the public do it.

"Ordinarily the owner of a tea-room does not do the cooking, but she should be able to. The cook may lay down her eggbeater and quit, but the waffles must keep right on traveling into the dining-room.

"The tea-room keeper must know how to buy profitably. She must watch her markets and buy when prices are to her advantage. She must watch her food consumption and gauge her orders by that. It is no mean

job, to provide in such a way that you neither waste food or make a practice of telling late comers that you are sorry but the sweetbread patties are all out.

"It is necessary to know how to plan meals which will not only be attractive to the customers but will allow a decent profit. It is not always the expensive dinner which appeals. Simple food which tastes good often makes a bigger hit and allows more profit.

"The tea-room must serve portions which are large enough to satisfy people and yet not too large to be profitable. An expert has said that profits are dependent on such seemingly unimportant things as the size of a pat of butter. If it's too small, your customer is annoyed or eats two pats. If it's too big, it's wasted.

"You should never go into the tea-room business to make money if you are impatient of thrift and have no knack for budgeting. You need a mind somewhat like an accountant's, for a perpetual check-up on operations is necessary, and careful records must be kept as a basis for future planning.

"Another important asset is the ability to get along with people. The public must be pleased and the employees must be organized, disciplined, and placated. The help problem is especially important, but lots of girls contemplating tea-rooms never think of it. They see the hostess flitting about exchanging pleas-

antries with the paying guests and never suspect that her partner may be behind the scenes soothing the feelings of a cook or substituting for the dishwasher.

"Without physical strength any girl would be foolish to attempt the business of feeding people. Even when help is plentiful, certain things can be done best only by the one or two people at the head. Many a tea-room proprietor counts as her chief possessions a sturdy back and two untiring feet."

The amount of capital needed to start a tea-room varies according to the type of place you plan to start. If you choose a smart neighborhood and have your place done up by one of the subtlest decorators and then offer a two- or three-dollar dinner to the discriminating, you will need a lot of money to get started, and possibly a good deal more to keep going until money begins to come in. A little place in a small town where rents are low and everybody knows the kind of biscuits you make is another proposition; your investment is less, and expenses are more easily controlled. But still you need money, for equipment, for food, for salaries, until such time as the public is pleased to give you a profit.

Not long ago two Southern women started a decorative place in New York which they made pay from the first meal. They would be the last ones, however,

to advise an amateur to embark with hope and a few good recipes only. Capital for six months in advance, they say, is about the smallest safe margin.

These women are sure of another thing, and that is that a tea-room is more than a one-man job. The hours are too long for one person to be on duty continuously. The duties are too varied not to be divided. The qualities needed are rarely found all in one person.

"Don't overlook," they urge, "the necessity of finding the right partner. If you're a front-of-the-dining-room person she may well be an authority on kitchens. If you're a good buyer and organizer she may be a clever planner of meals and manager of cooks and waitresses. In addition, you both should have health, strength, and capital, an interest in people's digestions, and an infinite capacity for not being annoyed.

"If you think you want to run a tea-room," they advise, "the acid test is to get an apprentice job in some one else's tea-room. Don't choose a big business where you will be delegated to one special job. Try to get into a smaller place where your experience will be varied. It may be harder work, but you'll get a complete picture and can fairly judge if you are suited to the business."

The salary paid to an apprentice varies of course with the type of tea-room and the work done, but you

might expect to get $25 while you are learning the business. Incidentally, R. N. Elliott in his able book, *Tea Room and Cafeteria Management,* says that a successful tea-room, once started, should allow its owner a profit of at least 15 per cent. of the receipts.

Many women in the field seem to feel that a domestic science course is not necessary for running a tea-room. A practical knowledge of food, good business sense, and the right physique and temperament, they say, supplemented by experience in a good tea-room and perhaps a short intensive course in cooking or tea-room management, are qualifications enough. But no matter how much schooling you have had, it must be combined with practical experience in several organizations, if possible, before you invest much money in your own business.

Lest you become discouraged, however, in the face of these very helpful warnings, let me assure you that there are many women who have crashed through to phenomenal success by way of the tea-room.

Alice Foote MacDougall offers an excellent example of the successful tea-room entrepreneur. Like Miss Splint and Miss Bradley, she has demonstrated that food may bring fame as well as prove a fortunate investment.

5

DOLLARS AND SENSE IN CLOTHES

BEWARE of the girl, I heard some one say, who yearns over sunsets and knows her own type —that is, if you are hiring a designer. Designers do not commune with Nature and sit all day drawing lovely ladies who look like themselves. They are much more likely to commune with buyers and to adapt their ideas to a bulky public rather than to their own ethereal selves.

"How do you get to be a designer?" is one of the questions girls ask most often. My feeling is that you are a designer or you are not, just as you either are naturally a painter or never can become one. Training is invaluable and an opportunity to practice necessary, but neither can be substituted for the instinct. There are good and bad designers, successful and unsuccessful, creative and imitative. The good ones get big salaries and the poor ones starve, as in other professions.

No two designers seem to have had the same experience. Eva Steinmetz, who is one of the best-known American designers, followed the path that most girls imagine all designers do follow. She was an artist, and when she illustrated clothes she made them look so lovely that finally some people said to her, "Come and design clothes for us that will look the way you make them look when you draw them." So she became a designer and began creating clothes for real instead of paper ladies.

All designers must substitute fabrics for pen and ink sooner or later. They may not do the actual sewing up of the seams. They must not be too much concerned with the finishing if they are to keep their minds on the creation as a whole, but they must know what seams are possible and how finishing should be done if their clothes are to be marketable and wearable.

Some designers who really create very little are successful as far as salaries go. They are employed by dressmakers or manufacturers who adapt models, either from French to American taste or from high-priced to low-priced productions. What they really do is to alter. The job demands definite qualities from a designer. She must know how to give the public what it wants with profit to her employer.

Some of the great houses are known in the trade as successful and yet quite unoriginal. In contrast to them there are houses and designers whose work is always watched for new things. What they design, season by season, directs the trend. Their models are bought and copied. "It's a Louiseboulanger," says the saleswoman with bated breath, and her sale is half made already. Their names are attached to colors or details and become synonymous with certain trends in the mode, as for example Lanvin green, the Vionnet V, the Nowitzky pajama, or the Reboux hat.

Naturally not all the models that bear the name of any house are the work of one person, although the spirit of the head of the house is usually discernible in all that comes from it. A corps of designers is often employed, many of whom never see their names in print. A designer may be known in the trade, but it is rare for her to make much of a name for herself with the public unless she backs her designing with a business organization of her own.

It would be silly to say that a designer must have any special sort of training, for so many have got on without it. But most designers would agree with Miss Steinmetz that a good fundamental training in art is invaluable. Here you will learn the basic principles of mass, line, and color that apply to clothes just as

they do to painting pictures or designing houses. And you will learn how to draw the human figure, to which your clothes must bear a true relation.

It is valuable for a designer to know the principles of dressmaking and pattern drafting. Many girls think that if they can sketch a good-looking costume that is all that is necessary, but they are wrong. The test of a design is in the cloth, and if it can't be constructed easily and economically it is of little value to the ordinary manufacturer.

The next logical step in a designer's career is an apprenticeship in a factory or big dressmaking house. You may be taken on as assistant designer, to copy or adapt. Or you may have a humbler position as finisher, buttonholer, or general helper and errand girl. The important thing is to get any job, for here is your chance to test your enthusiasm and show your ability.

I have spoken of employment of designers in factories, dressmakers' establishments, and shops. There are also some opportunities in pattern houses, and certain fashion magazines are in the market for designs. The opportunities for free-lance designing are rather limited unless you are extremely clever, and in that case you usually land a regular job.

I read the other day of a young girl who came to

New York from the west with some theatrical costume designs and in a day or so was turning down jobs right and left. This sort of thing happens, but not regularly. I also know a young woman who designed and patented a new kind of fastener especially usable on corsets and lingerie, and another who thought out a smart tulle cap to keep bobbed hair smooth. They each have their own company now. Again I say these things do not happen every day. But they do lend weight to my contention that there are several roads to the top.

The clothes business is one to which women are well suited. Most girls with clothes sense, however, want to be designers, and the opportunities here are few compared to those in other branches of the business. There are numberless jobs in department stores and specialty shops for girls with the clothes knack and selling ability. Clever saleswomen are always in demand, and a buyer's job is one of the best.

For girls who wear clothes well there are models' jobs in the more fashionable establishments—jobs that are popularly supposed to lead, in many cases, to the stage.

There are jobs on newspapers and magazines and in department stores for girls who know clothes and can write about them. Here it is not the ability to

create clothes that is in demand but the instinct for knowing what is right, what is smart, and what is going to be popular—and the ability to put it over to the public. Newspaper syndicate work is especially remunerative when once you have made a name for yourself so that your stuff is in demand. Women like Anne Rittenhouse and Corinne Lowe are good examples of this sort of fashion journalism.

There are advertising and publicity jobs in agencies, manufacturing concerns, and department stores for those who combine the knowledge of clothes with advertising sense. It may seem like child's play to make the public want a certain brand of underwear that you know is good, but considering how many other good brands are being offered to its jaded taste, it becomes something of a trick to prove to it that yours is the more economical, better-fitting, better-wearing, or better-looking chemise.

Contrary to the opinions of many struggling young artists there is a constant demand for really good fashion illustrations—illustrations by people who know what is smart and also how to draw.

The tremendous emphasis now being placed on style has created an automatic need not only for more style editors and writers and publicity experts who work on the public mind, but also for merchandising

stylists who can help steer the course of manufacturers and retailers in order that the public shall be offered that subtle salable combination of what it wants and what it ought to have.

It is the business of the style adviser to keep ahead of the times, to know what is being worn at the Ritz as well as what is being popularized on Thirty-fourth Street, to see the things as they come off the boats, to keep in touch with the copyists, to know what Paris is creating and what New York and San Francisco are buying. She differs from the editor, writer, or illustrator in that she has a hand in production and buying as well as coöperating with the selling and publicity departments. She is rapidly becoming indispensable to manufacturers and retailers.

One of the most interesting examples of what can be done with styling as it applies to merchandise promotion is the Fashion Service for department stores and specialty shops conducted by Tobe Coller Davis, internationally known as Tobe. The Tobe Fashion Service started three years ago with four clients and now has a clientele of sixty stores in as many cities throughout the country.

Tobe was for years stylist for Franklin Simon and Company in New York. Her purpose in the service is to give stores the sort of fashion and merchandising

counsel, as well as promotion ideas, which can or should be given only by some one of long experience who is in constant touch with fashion sources and the trade.

Tobe's life is a busy one, for in addition to directing her New York office and feeding the vast amount of information which goes out to clients she commutes between Paris and New York and takes frequent swings about the country to look over her field and visit her stores. In addition to her ready-to-wear fashion service she has a similar home decoration and furnishing service.

Tobe is very positive in her opinion that the successful stylist and merchandising counselor should have store experience in addition to innate good taste. The stylist with these qualifications has both the store viewpoint and the customer viewpoint, two great aids to constructive styling. Stores like R. H. Macy and Company and Lord and Taylor in New York, William Filene's Sons in Boston or the J. L. Hudson Company in Detroit, where organized courses of fashion training are given to employees, offer a good starting-point for future successful stylists.

I am taking up elsewhere department stores, advertising, illustrating, and editing, but I want to stress at this point the chances for the clever girl in the

clothes shop that caters to women. There is a tremendous opportunity here for the woman who knows clothes. It may be that she will design her own models. She may simply deal in stock merchandise which she is able to make more personal by careful selection and adaptation to the client. If she is clever, is willing to take a lot of trouble, and has a pleasant personality, a real interest in people, and good business sense, she may go far.

Naturally she cannot embark on a business venture like this without capital and a thorough business experience either in a department store or some one else's shop. She may never even achieve a business of her own, but become such a valuable part of some one else's business that her future is assured. There are certain employees of famous dress shops that are even better known to the customers than are their employers.

As in every other business nowadays specialization pays, provided your town is big enough to warrant it. Young women who have a flair for negligees, who know what is right in sports clothes or how to dress children appropriately, can build up good followings, and the hat shop offers marvelous opportunities to the girl who has hat sense and selling ability.

You can design clothes in a back room, but hats,

to be really successful, should literally be made on the head, or at least so selected, adapted, and adjusted by the saleswoman that they are in effect made for the customer.

Anne Rowell started her business career in San Francisco as a saleswoman and was assistant buyer in six months and buyer at the end of the first year. She has a smart shop now in the East Fifties in New York, and her wholesale business is known all over the United States. Her career is an interesting example of the results of combined sales and creative instincts.

The hats that Mrs. Rowell sells in her New York shop are almost entirely made on the head. They are successful not only because she knows about hats but also because of her instinct for suiting people. She thinks of her hats as mediums for making her customers good-looking, never as Anne Rowell's hats, always as Mrs. Smith's or Miss Jones's hats.

The hat designer should be a real sculptress, and she should have a large measure of intelligence and a genuine interest in making people as good-looking as possible. As in clothes designing, any artistic ability is valuable, and any technical training. Then the progress is similar—an apprenticeship, making linings, running errands, as the "young juniors" do, watching

the girls in charge, picking up the technical tidbits here and there. As in other apprenticeships the salary may be $15 or $18 a week to start with, and as in other businesses it is limited only by one's own abilities.

Although not all girls who like hats can learn to drape the perfect turban or rise to the job of head designer, there is in the hat business an opportunity for girls of good taste and tact to serve the public with profit. Women are particularly alive to the important rôle hats play in their appearance, and they are willing to pay well and swear lifelong allegiance to a saleswoman who can advise them honestly and well.

6

THE BIG BAZAARS

In this specialized age when many of us spend half our lives preparing to earn an adequate living it may be surprising to you that the greatest opportunities, in a money way and numerically, are open to unskilled labor. The department store, with its sound economic position, its multiple activities, its tremendous payroll, its geographic accessibility, and its fatherly attitude toward training and promoting its own employees, offers bigger chances to more girls and women than any other business I know.

The department store or large specialty shop, dealing mostly with women and in women's merchandise, is a sphere in which women compete equally with men, and even in some people's opinion have a little edge on them. It has no geographic limitations. You do not need to come to New York to make your success. You can find it just as well in Bangor, Butte, or Buffalo.

Obviously it is easier to get a job in a business which finds a use for many than in one of the less populous professions. For example, R. H. Macy and Company of New York City maintains a staff of from 9,000 to 15,000 men and women.

Some one has said that the modern department store is the greatest bazaar west of Bagdad, but I doubt if any Eastern bazaar was ever so complicated. Out of the old simple game of buying and selling has developed an intricate merchandising system which entails hundreds of processes and gives employment to thousands of people, from the little girl who wraps your bundles to the copywriter who makes your morning paper interesting, the style executive who offers you the right thing to wear, and the saleswoman who sees that you buy it.

To buying and selling, which are the main businesses of a store, have been added such varied activities as advertising, publicity, styling, merchandising, comparative shopping, employment, and educational training. The up-to-date department store employs not only unskilled labor but also highly trained specialists such as artists, writers, interior decorators, economists, and psychiatrists.

The age limits and educational requirements are more flexible than in many businesses. There are

places for grammar-school graduates, although those who have had high school education are preferred, and there is a growing demand for college girls. At Macy's thirty college girls are enrolled each year for a special six months' training course. This course gives the girls an insight into the workings of the various selling and non-selling departments and prepares them for sub-executive positions, from which they are expected to go on and up.

The School of Retailing at New York University conducts a year's course open to college graduates or to students who have had two years of college work. Morning classes are devoted to merchandising and selling problems, afternoons to practical apprenticeship in twenty-one of the largest New York and Brooklyn stores. At William Filene's Sons and several other large Boston stores a splendid system of coöperation has been worked out with the Prince School of Education for Store Service and also with the Harvard School of Business. Students from the Prince School are assigned to work in the Filene organization as part of their course.

It is not strictly necessary to go to school to learn the business. Many highly paid department store employees have come up from the ranks, and most department stores and large specialty shops have train-

ing systems for all employees which increase their efficiency, and incidentally the efficiency of the store. Many like Filene's, Macy's, and Marshall Field's make a point of promoting from their own ranks. This gives the employees an incentive and surety.

One of the greatest of the department store contributions to the problem of women in business is the fact that it offers opportunities for part-time work. Employees may come in regularly for instance, at ten forty-five and leave at four-thirty. The woman with home ties and financial needs can do her housework in the morning before she leaves, and be home, if necessary, to get supper. There is also the system of part-time employment in which experienced salespeople are on call and work perhaps two or three days of the week. This system is a godsend to women who need to earn money but cannot give all their time to an outside job.

An attractive inducement to department store work is the potential salary. An apprentice goes in at perhaps $18 a week, but if she is a successful apprentice, bonuses, sales commissions, and promotions soon increase her income. The salary of sub-executives and executives may range from $50 a week to $25,000 a year.

A girl may succeed in a department store because

of many different qualities. Two things she should possess, however, whether she wants to sell, buy, write copy, or train salesgirls. She must be strong (it's a six-day-a-week job), and she must be interested in selling merchandise, since the fundamental activity of the department store is *selling*.

Most girls start as saleswomen, and to be a good saleswoman you must have a knowledge of your merchandise and of salesmanship methods and an interest in people. You must be accurate; you must have tact and patience, a pleasant manner, a sensitiveness to your customer's mood, and a deft unobtrusiveness in serving him. People who hire saleswomen tell me that they place a great deal of value on personal appearance, especially the appearance of teeth and hands. This seems most suitable, for nothing is so objectionable as seeing merchandise one contemplates buying handled by a person who is not fresh and neat. And certainly in cases where a question of style enters into the sale one is more apt to take advice from a girl of smart appearance than from a sloven.

Getting a job is more or less easy, and as they told me at Marshall Field's, what the first job consists of is really of no importance. It is how you do the job and what comes of it that counts. The clever salesgirl

studies her merchandise, familiarizes herself with store policies, makes herself useful to her immediate superior, and snatches at opportunities to do a little more than she is asked to do.

Mary Lewis, advertising manager and one of the vice-presidents of Best and Company of New York, who is one of the cleverest women in the business, says that a bright girl should know inside of ten months which of all the jobs in the department store interests her most, within eighteen months should be taking steps to get it, and in three years should have at least doubled her salary.

The logical rise of the salesgirl who is really interested in selling is first head of stock, next assistant buyer, then buyer. Among the good jobs in department stores, buying offers perhaps the greatest number of opportunities. A store may have one advertising manager and one personnel director, but twenty or thirty buyers.

A buyer's job demands a sound knowledge of merchandise and a sense of values, good executive ability and the capacity to feel the trend of public opinion and demand. A buyer is a small autocrat in her domain. She works hard and gets good pay and in many cases pleasant perquisites such as trips to market in New York, Paris, London, Italy, or Vienna.

Our young apprentice may find that other branches of the work attract her more. Girls who are interested in style and value may be very useful in comparison shopping, a department which is a valuable training school for stylists. Girls who like to write may be taken over by the advertising department. Girls who are interested in personnel or pedagogy may be recruited into the educational or employment bureau. (Ex-school teachers find a haven here.) And the department store like any other big organization offers opportunities for typewriting, bookkeeping, and other strictly business jobs.

The supreme importance of style nowadays cannot but affect the department store, the logical avenue by which style reaches the great majority. More and more stress has been placed in the last few years on style as a selling force. Clever people like Miss Lewis at Best's have hammered away at the idea that this or that is fashionable and therefore desirable and have changed the tone of advertising if not of merchandising. Buyers have been forced to consider not only what is good value and what has always sold, but what is good style and what the women are apt to want. The style consultant has entered the department store as an important contributor, not only to chic and reputation, but also to sales.

Dorothy Shaver, assistant merchandise manager and director of the Bureau of Fashion and Decoration and member of the board of directors at Lord and Taylor's in New York, heads a highly organized bureau of stylists which works in conjunction with the buyers, merchandisers, and advertisers to determine what merchandise shall be offered and how. The work of Miss Shaver's bureau includes not only style forecasting but also assistance to buyers in translating forecasts into merchandising plans and in coördinating fashions throughout the store.

The style adviser makes it possible for the customer to go into a store and select an entire ensemble from hat to shoes. Her work also includes coöperation in publicity, advertising, and window display, so that the store not only has what is right but tells you about it in the right way and at the right time.

Miss Shaver is one of the outstanding successes in this sort of work. Wherever there are department stores, opportunities exist for the creation of similar jobs. It is a grown-up profession, demanding a keen style sense and broad experience, but it offers something toward which to work.

7

THE BEAUTY VENDERS

A GREAT foe to happiness is the idea that it is not quite elegant to work with the hands. The psychologists, of course, are against this notion, for they know that making things satisfies grown-ups as well as children, and that any one is happier and healthier who has learned to coördinate thinking and doing in the creation of something that can be admired.

"All beauty specialists think," said one humorist, "that they are ordained by God to make women beautiful. And in that belief they move wrinkles."

In this belief certainly they also make money, but I have never known any money-makers who seemed to enjoy the process as much as beauty specialists. And I believe the reason is, first, that they are doing things; second, that they are doing beautiful things; third, that they are doing things for other people. The fact that all this is not gratuitous service but

brings in an almost unrivaled profit naturally increases the attractiveness of the beauty specialist's job.

Far be it from me to drum up indiscriminate trade, but I think it is a good business for girls. What it needs is not more girls but better ones. Not only are state laws raising the standards of this work, but the beauty specialists themselves are determined that the profession shall be consistently dignified and are attempting to attract desirables and to discourage the incompetent, the frivolous, and the cheap.

The right sort of girl is physically strong, pleasant to look at, well groomed. Elizabeth Arden's ideal is from five feet four inches to five feet six in height, and weighs between one hundred and eighteen and one hundred and forty pounds. She must have strong, "intelligent," capable hands, not smaller than six and a half, with well-padded fingers that do not show light between them and do not bend over backward. Miss Arden says she likes her girls to be attractive, but intelligence counts more because she can make almost any of them good-looking.

The Ogilvie Sisters, hair specialists, are also of the opinion that the work is beautifying. "Give us," they say, "girls who are physically well, adaptable, and of good disposition, and we will do the rest. The work is healthy. The girls' chests develop. Their hands

grow lovelier with use. Their minds improve because they are brought into contact with nice people, and their faces grow more attractive because they reflect the desire to be agreeable."

When I asked Helena Rubinstein what sort of girl she liked to engage she answered without a moment's hesitation, "Human beings! Intelligent of course. Educated as much as possible. But above all real human beings who are interested in people and want to do them good."

Certainly the ideal girl should have not only technical knowledge (chemistry and physiology are valuable) but also artistic ability. The more complicated processes of the business such as marcel waving demand good taste as well as accuracy. She should have that personal magnetism which is in direct proportion to her vitality. She should like to use her hands and have the nurse's instinct for making people comfortable. If she proposes to make her business successful, she must have a knack for dollars and cents.

Most of the beauty specialists who train their girls insist that they have a high school education, and some would like college graduates. Primrose House uses only trained nurses. Some states require that beauty shop operators shall have completed high school. Some make them pass examinations. Some

prohibit any girl from practicing who has merely an apprenticeship and no technical training. In California, where the laws are most stringent, the law requires a course of study consisting of 1,000 hours, extending over a school term of six months. It is important to make sure about the laws in your own state before you enter on your training. It is also important to decide whether you want to work for one of the beauty specialists who train their own girls or learn in a school and then go into business for yourself.

The necessary preparation varies in length according to what is taught and also to the skill and intelligence of the student. Although there are training courses as short as ten weeks, these give only fundamentals, and a great deal more study and practical training is necessary before a girl is equipped to carry on a business or even to take over much of the work without supervision.

The schools charge tuition. Some of the beauty specialists take girls in to train without pay or at a small salary which is increased as they become of use. The average salary for the beginner with some training is from $15 to $25 a week with tips. The girls also usually receive commissions on sales and often on treatments. It is not rare for a good operator to average $75 a week and tips and the possibilities

in the business for the owner of a shop are unlimited.

It is most unwise, however, for any one to set up a shop for herself until she has had real experience in some one else's establishment. It has been said that "a booth and a bowl are all you need to start in the hair business," but it is assumed that the girl who starts in this way shall at least know how to shampoo hair as well as she can learn to do it and that she shall have had the equally valuable practical experience in the particular problems of business management that the beauty specialist has to face.

Specialization has put many women at the top of the beauty profession. Manicuring, for example, used to be considered the simplest operation in the beauty calendar. Yet Peggy Sage made herself the dean of manicurists, and lo! manicuring became an art—and Peggy Sage a name to be noticed.

Women like the Ogilvie Sisters said to themselves that hair was important, and it became important, and so did they. Dorothy Gray began talking about chins and made herself a reputation for fixing them. Marie Earle said that skins should be cleaned without water till her name became synonymous with that idea. Careers like these are not made in a day or a year, however.

There is a tremendous opportunity for intelligent

attractive girls who are willing to start in a small way, do what they do well, and expand as they gain experience and financial assurance. Though there are over 50,000 beauty shops in the United States, the country is crying for good manicures, and there are hundreds of towns where you sigh in vain for a competent shampoo.

Martha Matilda Harper, hair specialist, says that she always advises her students to choose sections where beauty shops are already established, for there the communities are accustomed to beauty shop service. But she hastens to add in the next sentence that any section would be hard to find now in which the demand for such service is not insistent.

You do not need a lot of arty furniture. If your place looks spotless, if the hot water doesn't give out in the middle of a shampoo, if your manicurist doesn't massacre the cuticle and use files that send shivers down the spine, if you are cheerful and agreeable, sympathetic and not familiar, if you do what you do competently, if you try nothing beyond your skill and advocate no dangerous or tricky treatments, you will probably do well and then better.

You will have to work hard. It is physically tiring work, standing up all day, bending over a washbowl, scrubbing hair, massaging scalps, giving facials and

permanent waves. People are disagreeable, late, and exacting. You will have to listen to their woes and bear the brunt of their ill temper. But, as the beauty specialists themselves say, "If you like it, you love it."

Many people, fed on the fabulous statistics of cosmetic sales, feel that a salon is a lot of trouble and that all they have to do is mix up a little cold cream, put it in a pot, tie a pink ribbon around it, and clean up the market. A great deal of money has been lost in this way. To launch and make a success of a line of cosmetics requires capital and a good deal of knowledge, not only of the preparations, but also of merchandising, advertising, and selling.

There are various jobs for girls in the beauty business other than those of actual operators, owners, and founders of businesses. Every large beauty salon has office managers and hostesses. Every big business has an advertising and publicity staff and a corps of women who deal with a really fascinating correspondence. Demonstrators travel about the country, giving talks or exhibitions of treatments in stores or branch salons. The practice of hidden demonstration is going out, but in some department stores saleswomen are still subsidized by manufacturers or beauty specialists whose products they sell. Expert operators are

often employed to teach beginners in schools or to travel as supervisors.

An increasing number of women are now writing on beauty subjects, and as in other industries, experts are employed in an advisory capacity to plan and write advertising, to style merchandise, or to assist in the many details of making and selling. The employment of women chemists in the laboratories of manufacturers and beauty specialists offers another pleasant opportunity to the professional woman.

Perhaps the most convincing reason for going into this business, however, is not the attractiveness of the jobs or their variety. Any business which is on the make is a good proposition for an ambitious girl, and the beauty business is booming. Like food, it is a need. Like automobiles, it is a want. In the last ten years we have seen its phenomenal growth. For the next ten years nobody can foresee its tremendous possibilities.

8

PLAYING HOUSE

I KNOW of no profession so glamorous to outsiders as interior decorating. I know of no interior decorator who would change her job. Yet I never heard one of them advise any one to follow her example. Experience has taught them that this, like every other business-professional job, is one which requires a good back as well as a good brain, and that though many are called, comparatively few are really chosen.

All "genteel" jobs like this suffer from the fact that they seem effortless. The girl who loves to make curtains or rearrange the furniture in her bedroom, who fancies herself in the Queen Anne background of a certain decorator's shop or feels that this is one of the few commercial enterprises in which she would not lose caste—this girl sees in decorating a chance to occupy herself pleasantly and not too much. She does not realize that this interest won't stand much testing.

A friend of mine who is a decorator tells a story about a girl who was determined to get even a small job in her establishment. After a year's delay, during which the decorator hoped the girl would become discouraged, she finally did take her in as an apprentice. The day she arrived, all smiles and energy, the decorator was busy. She gave the girl a pencil and a pad of paper and said, "Look around and jot down anything that you wonder about." At the end of half an hour the decorator looked for the girl and found her sitting in a comfortable chair reading a current magazine. The pad of paper was blank. She had yearned for a year to get there, and her interest had lasted less than half an hour.

If you want to be a decorator certain innate qualities are valuable. Some people have an instinctive feeling for fabric and line and color, an inherited sense of what is fine and right. Margery Wickware, who puts a good deal of thought into the selection of girls to work under her, says that this is an asset which is most valuable and also extremely difficult to gauge. If a girl has lived among beautiful things in a family that really appreciates them, she has a background that quickens her reactions to training. But training she must have.

The Decorators Club Incorporated, which is an

organization of women decorators, aims to impress on the profession certain high standards. They have said that no decorator is equipped to carry on her job without at least five years' experience, including special training and apprenticeship in a decorating establishment.

Interior decorating has too long been a part-time diversion of discontented flappers and women whose children have grown up and left them. It is as difficult and tedious a profession as architecture and should have an equally exact training. Your taste in organdie curtains may be charming, but you never know how far beyond organdie curtains you may be called to go and how grateful you may be for a little more architectural knowledge of windows. All the time you are studying fundamentals of line and color you may feel yourself beyond them, but one should never attempt to jump fences till one has learned to stay on the horse.

You can take your training at one of the universities, such as Columbia University, New York University, or Leland Stanford. At Cooper Union in New York there is no tuition fee. *Arts and Decoration* (the publication) and the New York School of Interior Decoration offer home study courses. The course in the New York School of Fine and Applied Art

(Parsons) may be taken partly in New York and partly in Paris. In Paris also, Ecole Boulle and Musée des Arts Décoratifs are recommended by decorators.

The training concerns itself with the fundamentals of design in form and color. It teaches you, besides other things, about the history of decoration, about furniture, floor coverings, wall treatments, curtains, fabrics, and woods. It gives you enough of the principles of architecture to approach the decorating of a room from the architect's standpoint. But it does not make you a decorator. When your course is finished your job is to get some kind decorator, if you can, to take you in as apprentice at perhaps $15 a week.

Now you learn the feel of wood as well as the facts about it. You learn how differently fabrics may look on the counter and made up into curtains. You learn that workmen may be dumb and that clients may change their minds, that houses may be almost human and the people who live in them less so, that profits must be considered as well as art, that it may take a week to match a sample, that most of your life seems to be spent climbing stairs to lofts on Ninth Avenue.

Be grateful, however, if you get a chance to en-

dure these indignities, for most decorators consider that if you don't cost them more in the first year than they pay you, you are an exceptional risk.

What qualities besides good taste and a knowledge of fundamentals of decorating will help you to succeed?

For one thing you must be strong. I have known many business women, but never any others who had to be on their feet for the stretches of back-breaking hours that decorators do. They stand about all day directing painters. Furniture lofts and cabinet-makers and fabric manufacturers may be at the poles and out of reach by taxi, and half the time there are no elevators or they have stopped running.

You need to have business ability and a lot of it. Nancy McClelland is an extremely successful decorator, and she owes it not only to the fact that she knows decorating but also that she is a born executive. The last time I saw her she was on her way to organize a golf show. When I asked her what it had to do with decorating she said humorously that she had acquired a reputation for running things. She has her own workrooms. Other decorators consult her and buy from her. She lectures on decorating and writes ably. Her book, *The Young Decorators,* written for children, is worth anybody's reading.

Another thing you need if you want to make any sort of success is a thorough understanding of people. Hope Harvey told me once that when she does a house she studies first the people who are to live in it, not just their preferences and pocketbooks but their feelings and manner of living. She says to herself, "Must this room be made to hold a dozen people without looking crowded, or to look like an intimate setting for two or three? What will the people be doing and thinking in this room? Will they want to play cribbage just there? Or look at the fire from this angle? Will the maid bring in the tea things this way? And will the hostess face the light as she pours?"

Clients like the houses of decorators who are good to them. If you care nothing about people and are not interested in making them happy and comfortable your houses will not be successful.

You must remember that tact is necessary in dealing with your clients. They may know almost nothing about decorating and naturally gravitate toward terrible things, but you cannot tell them so. You must give them the benefit of your knowledge skillfully, consulting their preferences, suggesting without antagonizing.

It takes a good deal of capital to run a decorating establishment. Outlays are large, jobs may be irreg-

uiar, payment delayed. It is impossible to lay down any rules on income, for a good decorator is like a good surgeon. He takes out the same old appendix, but his fee depends on his reputation and skill. A decorator may use a fabric with a fixed price, but the curtains she makes out of it may be worth incalculably more.

There are still comparatively few who feel that they can afford technical guidance in furnishing their homes. It seems to many an extravagance to pay good money just for good taste. You must consider, if you have preferences or necessities in location, whether your chosen town needs and can support your venture.

There is an increasing number of opportunities in home-furnishing departments of large department stores for women who have had decorative training and experience. They may sell merchandise and advise customers, in which case their pay is moderate. They may rise to a buyer's position and earn a good salary as well as have the pleasant duty of going abroad several times a year. Any department store means, however, hard work and long hours and demands a good business head.

Sometimes well-known decorators are called in by a department store to lecture to the staff, organize or style a department, or put on an important fur-

niture showing. They are also in demand by manufacturers of textiles, rugs, paint, furniture, wall paper, and all commodities allied to decorating, for advice on styling or for designing. Advertising agencies are glad to consult them. Magazines employ them as contributing editors or special writers. Virginia Hammill, who was home furnishing stylist for Lord and Taylor and is now an independent consultant, is a pioneer in this important new field of styling and is one of the most successful women in the field.

The little shop dealing in antiques, furniture, or home decorations demands less technical training than interior decorating, but fully as much business ability and plenty of capital. Running gift shops is said to have become a mania with American women. It should not be undertaken lightly without some merchandising experience, many social and business contacts, and some assurance that your site is good and that you will command a good clientèle. If you aspire to a shop of this kind, a good thing to do is to get a job, even a non-paying one, in some similar establishment which is doing well. You will learn more about the technique of the business in this way than you can possibly afford to pay for on your own.

The present trend in modern interiors is toward a close alliance of architecture and decoration. This

has made the decorator's work increasingly technical and has also brought up these questions: Might not the architectural and interior decoration jobs well be done by the same person, and if so by a woman? Architecture has always been regarded as a man's job, not only because of its engineering aspects, but also probably because in some of its branches, notably the construction end, it has really never seemed woman's work. There has been a definite prejudice against women in architecture, as one young woman testified when she reported going to seventy-five offices before she got a $15 job. This feeling is only gradually being broken down.

If you want to be an architect you must make up your mind to acquire a thorough technical education. Among the institutions that are especially recommended to women going in for architecture are Columbia, Cornell, Michigan, Wisconsin and Massachusetts Institute of Technology. The course requires five years, and before practicing you must pass examinations for a state license.

The ordinary procedure is then to get an apprentice job in an architect's office. The usual salary for beginners is $25 a week. You are started in on tracing and erasing, detailing and lettering. If you are unlucky, the pessimists say, you may get stuck on

kitchen cabinets for an indefinite period. They give you about fifteen years to get on your feet.

There are three definite branches in an architectural business: designing, getting business, and construction. In large offices the work is usually specialized, and here the field work is rarely given to women. Certain women architects, principally located in smaller communities, have made a success of managing the entire business.

It is generally thought by the lay person that women should be particularly adept at meeting such feminine preferences as the adjustment of kitchen sinks and the provision of closet space, but Mrs. Frederick Ackerman, who is associated with her husband in the well-known New York firm, says that this has never been proved. Perhaps she objects to women's abilities being gauged by kitchen sinks.

There is another aspect of playing house which is less technical but usually more remunerative than either architecture or interior decorating. All over the country there is constant buying and selling, letting and subletting, general shuffling about of lands, houses, offices and apartments, which is known as the business of real estate. In all branches of real estate you will find bright young things and clever

older women making a good living out of the national passion for moving.

There is no academic training necessary for this business, but you need special qualities of salesmanship, tact, friendliness, patience, and a strong back and legs. You must have a quick nose for news, as many friendly and business contacts as possible, and, most desirable, that instinct for knowing when the Smiths are on the point of subletting their house and why the Joneses might be urged to take it. You must also, before you go very far in the business, acquaint yourself with its conventions and with the legal aspects of deeds, leases, mortgages, and such like. This, naturally, you will pick up in any real estate office where you have the luck to get an apprentice job.

Isabel Pell of the real estate firm of Pell and MacMillen of New York, says that real estate offers perhaps the most remunerative of all jobs for the girl who must support herself, who really wants to work, and who has intelligence, taste, and powers of salesmanship. It is, she thinks, a business especially suited to women, particularly in the apartment and private house field, since it is women usually who do this renting, and they are apt to depend on other women's intuition to know what they want. The best

way to start, she feels, is to get a job, if possible, in an office which will take some interest in you and your business education. No salaries are paid in the real estate business, but there is a fixed rate of commission for business transacted. Some firms allow drawing accounts to productive employees. Ultimately there is no limit to what can be earned in this field.

In most cities of any size there are real estate boards to which accredited real estate brokers belong and which serve as arbiters in all disputes. Information about opportunities in local fields may be had from these boards. There is, incidentally, a course given at Columbia University on real estate transactions and one at the Central Branch of the Y.W.C.A. in New York. Columbia also offers a popular course covering all departments of building management, including construction, renting, operation, and maintenance.

9

ENTERTAINING IN A BIG WAY

"THE world," said a hotel woman, "comes right to my door."

She might have gone much further. The world not only comes to her door; it rests in her beds, eats her foods, lets her entertain for it, answer its questions, take care of its children, do its shopping, and ease it through life and sometimes death. The modern hotel is the busiest mart in the world, and the modern hotel keeper has a job comparable to that of the old woman who had so many children, the difference being that the hotel keeper knows what to do.

With the tremendous increase in travel it is natural that hotels should become larger and busier and the keeper of the inn a more highly trained executive. With woman's entrance into practically every phase of public life it is to be expected that she should turn her attention to this modern, complicated, but still womanly business of keeping house.

There are two methods of approach to hotel work, the practical and the theoretical. Cornell University has a four years' course in hotel administration with a B.S. degree. The required work includes accounting, administrative policies, engineering, food preparation and purchasing, housekeeping, and various general courses such as chemistry, biology, and physiology. In addition to academic work each student is expected to spend his summer vacation periods at approved hotel work. As yet the proportion of women taking the Cornell course is small, but the increasing demand for highly trained people in the hotel business must automatically encourage more women to give themselves this efficient academic background.

In any business, theoretical training must be supplemented by practical experience, and this is particularly true of a business like hotel keeping which deals in practicalities. Conversely, practical experience may often be well augmented by study. To meet this need Cornell University gives for hotel employees two summer courses of three weeks each. The Boston University College of Business Administration offers to employees of recognized hotels as well as to advanced students at the university a course of lectures in hotel management by well-known hotel men. These lectures range from discussions of auditing and

operating costs to interior decoration and the buying, storage, and care of foods.

Only a man or woman of broad experience, not only in business efficiency, but also in the inexplicable vagaries of the human race, can make a go of the hotel business. The big hotel is like a small village, its departments defined but interrelated, with politics to be considered and public spirit fostered. The small hotel is like a family, with the same problems in miniature but more sharply defined. And all the time there is the public demanding to be served with automatic efficiency and yet flexible courtesy and consummate tact.

Some one has said that the work requires more good temper than any one mortal usually possesses. Certainly this must be true of any hotel job which brings one into contact with a public expecting its money's worth of comfort in two such important necessities as food and rest. Managers and hostesses are usually not extremely young women, and you can see that this is logical. It takes a mature person to deal with the situations that may arise, and only a long experience in similar situations can train one to meet emergencies that are apt to occur.

The executives of a small hotel must combine this social instinct with a practical knowledge of domes-

tic science and business management. In the big hotels where departments are sharply defined the need is for experts in each field. Fortunately there are minor positions in the various departments which enable a girl to get a small start and work up.

A striking example of what women can do in the hotel business is furnished by the Dodge Hotel in Washington, D.C., built and operated under the direction of the National Board of the Y.W.C.A. and practically run by women. The chief engineer is the only man heading a department in the hotel. Most remarkable of all, perhaps, is the fact that the manager of the hotel is a woman. Mary E. Lindsley, trained at Pratt Institute, held various hospital positions as dietitian and went to France with the first contingent of American nurses as dietitian under the Red Cross. She returned in 1919 to accept a position as dietitian in charge of the dining-rooms of the Government Hotels in Washington, and in 1921, when the Dodge Hotel started, became its manager.

Naturally Miss Lindsley's training and experience predispose her to be particularly interested in dietetics, but aside from this she is honestly convinced that from every point of view one of the greatest fields for women in hotels is the food service department. "Hotel managers," she says, "are beginning to

recognize the value of placing women trained in home economics in the food departments, realizing that there is a growing place for them in the modern restaurant where an intelligent public demands not only perfect preparation of food but also scientific preparation."

One good position that is always filled by a woman is that of housekeeper. The housekeeper in a big hotel is responsible for the care and upkeep, not only of the bedrooms, but also of the public rooms. Under her direction are the chambermaids, bath maids, parlor maids, cleaning-women, seamstresses, linen-room girls, assistant housekeeper, inspectors, housemen, polishers, upholstery men, carpet men, and curtain men.

It is the housekeeper's business to estimate the amount of linen necessary and to organize her linen room so that the rooms are properly supplied and the laundry work is efficiently taken care of. It is her business, besides hundreds of other things, to provide new hangings to take the place of outworn ones, to see that linen is properly mended, that ink and blotters are supplied to room desks, and that guests do not have to telephone for fresh soap. The magnitude of her job will perhaps be clearer to you

if you are told that it may take 25,000 dozen towels just to open a large city hotel.

If you want to be a housekeeper a course in hotel management or domestic science and some knowledge of interior decoration will be valuable. If you want to start working your way up you can get a job in the linen room, or as a chambermaid or parlor maid. If you prefer you can start as stenographer or secretary to the housekeeper. Linen-room girls may start at $35 a month with laundry, room, and meals. A housekeeper in a 200-room house may get $150 a month "with cakes," which is the hotel term for room and board. Five thousand dollars a year with the proverbial cakes is not unusual.

The housekeeper of a large hotel tells me that she has trained forty or fifty young women who have gone out from under her to take housekeeper positions. The youngest one she saw get such a job was twenty-three. She thinks there's no reason why other bright young women may not be trained similarly. The housekeeper's job is not essentially an older woman's. It requires the physical strength and endurance that belong particularly to young people.

Women occupy various lesser positions in the kitchen and serving departments, though the job of cook or chef, at least in a big hotel, is generally

thought too arduous. Some hotels and large restaurants employ women in the kitchen as sanitary inspectors, and there is a growing demand for trained dietitians, as Miss Lindsley points out.

Among the office jobs often filled by women are those of controller, auditor, bookkeeper, cashier, mail clerk, information clerk, telephone operator, secretary, stenographer and typist. The job of room clerk is usually thought too onerous for a woman.

The floor clerks of a big hotel play the part of hostesses in their domain. It is their duty to distribute mail, keep floor records, check on incoming and outgoing guests, answer questions, and smooth out minor difficulties. The head of the floor clerk department also sometimes has charge of lost and found articles. Floor clerks must be women of breeding and good appearance. They usually get $60 or $70 a month with food and tips. Their job offers excellent opportunity for experience in the social aspects of hotel work and may be a stepping-stone to the office of hostess or social director.

There is increasing demand for women who can take care of the social aspects of hotel work. The job may vary from the hostess in a resort hotel who arranges entertainments and generally sees that people have a good time, to the social director of a big hotel

who organizes and arranges everything from a library and kindergarten to a shopping, chaperoning, publicity, or lost and found department.

Lois Pierce Hughes was a pioneer in this sort of work. When the McAlpin Hotel in New York opened several years ago she was placed in charge of the woman's floor and department with a rank equal to assistant manager. The woman's floor was a tremendous innovation, and it became a corresponding success. Out of it grew all sorts of organized services and personal aids to travelers, and Mrs. Hughes, a woman of great charm and ability, made an enviable name for herself, not only in women's fields but also in the hotel business.

Kate Pierce Thayer, social director of the Hotel Roosevelt, New York, holds a similar position. Under her able direction function a library, publicity department, lost and found department, shopping-service, and a delightful roof playroom for children of hotel guests. In addition to this Mrs. Thayer finds time to arrange for the chaperoning of girls stopping in the hotel, to call on sick people, to confer with housekeeper and chef on arrangements for special functions, and to lend her advice and constructive help in any emergency likely to befall the human race away from home.

Obviously this sort of work calls for a mature woman of great charm, ability, and tact. It is a position for a young girl to aspire to but not to expect too soon. Fascinating specializations, however, are possible in sub-positions. A trained librarian is in charge of the library. An expert in child training and psychology presides over the playroom, and there is also a call for responsible girls or women from outside to come in and take care of the children of hotel guests during the evenings or while their mothers shop.

The publicity department of the modern hotel is a busy place and needs clever newspaper men or girls with a knowledge of type-faces and copywriting. It is their business to keep the hotel in the public eye by feeding the newspapers suitable information about its activities and important guests. They usually take charge also of notices and other printed matter for the hotel, and in some hotels they publish a newspaper.

Mary Anderson, who does the publicity for the Drake and Blackstone in Chicago, is one of the most able women in this field. Her "Drake-A-Day" was the first paper of its kind in Chicago and is a respected model in and out of hotels.

It was Miss Anderson who said that the world came

to her door, "a constant educational and diverting experience." And I think she hit here on one of the fascinations of all hotel work. No matter how small your job, you are in the midst of things ceaselessly surging and changing about you. Nothing can be more stimulating and satisfying if you like people.

10

ARE THERE TOO MANY NURSES?

THE agreement among intelligent leaders of the well-organized profession of nursing seems to be: "If you want to be a good nurse, be one. If you want to be a poor nurse, please stay out!"

This year more than 25,000 nurses will be graduated from the training-schools in the country—more than went to war. Barring another war or a serious epidemic, this seems like an oversupply of nurses. The situation is further complicated by the fact that many of them are badly educated, badly trained, and badly distributed, not only geographically, but also in the various branches of the service.

The private nursing field is the one which suffers most from overcrowding. There are many fine nurses who go into private duty and stay in it because they love it, but often the private duty nurse feels discontented, ill adjusted, and underpaid. She may be in the field because frankly she has not had the proper

education and technical training for anything else.

In general there are too many nurses trained for surgical duty and not enough well trained for medical work. There is a comparative lack of highly trained nurses for obstetrics, pediatrics, and nervous cases. There are not enough nurses for contagious work and not enough skilled in disease diet.

There is a demand for able women in all forms of public health work, particularly for school nurses, industrial nurses, and in the rural community. In the institutional field nurses are needed in hospitals for superintendents of hospitals, superintendents of nurses' training, for instructors of nurses, for supervisors, head nurses, and laboratory workers. Schools, colleges, and summer camps offer other good opportunities for able women with nursing training.

The fact that the better positions are crying for applicants, while there is an abundance of less highly trained nurses, would seem to indicate a lack in educational requirements and facilities, and this, they tell me, is just where the trouble lies. If you are thinking of going into nursing you are urged, first, to finish your high school course, with emphasis on chemistry, biology, physiology, and arithmetic. True, it is not necessary to have this education for admittance into many hospitals for training, but there is a

definite effort in the nursing profession to make a completed high school course a minimum requirement.

The choice of a training-school or hospital is of the utmost importance to the would-be nurse. Almost all nursing education is carried on by hospitals, and from the standpoint of the student this is both good and bad—good in a big, well-organized hospital, because it gives her much varied material, but poor in a hospital whose main idea in taking in apprentice nurses is to get cheap labor.

Choose your school carefully. You cannot get adequate experience in a small, poor school. Such a school not only offers little experience with patients but also in many cases cannot afford to give proper instruction.

A hospital must have at least fifty beds (and have them occupied) for its graduates to be eligible to the American Red Cross Nursing Service, that romantic and heroic reserve band who always keep their bags packed, on call day or night for volunteer duty in great emergencies such as fire, flood, or tornado.

Beware especially of the school which offers a comparatively large allowance. You may be sure then that they are paying you for working instead of regarding

you as a student. In this sort of place you are apt to be so busy washing faces that you will not get much chance to make nursing plans for your patients. Many of the best schools are now doing away with pay, and some are charging tuition like any other institution of learning.

Marian Rottman, Director of the Division of Nursing of the Department of Hospitals of New York City, offers this advice to girls: "Choose, preferably, a general hospital where there is rich clinical material. Find out:

"1. What is the quality of the teaching staff, both nurses and doctors?

"2. What are the teaching facilities?

"3. What is the prestige of the alumnae and are they interested in the advancement of nursing?

"4. Is the hospital interested in placing its graduates and does it have the facilities to do so?

"5. Is the school recognized in all states and are its graduates eligible for registration? (If it is less than a three-year school, graduates are barred from twenty-six states and Canada.)"

Miss Rottman is directly in charge of the nurses' training-school in Bellevue Hospital, New York, which was founded in 1873, based on the Florence Nightingale plan. Among other famous training-

schools in America are Johns Hopkins, Massachusetts General, Chicago Presbyterian, New York Presbyterian, Toronto General, and Montreal General and Royal Victoria in Montreal.

An increasing number of the universities are now offering a combination of college work and nurses' training. Yale University has an excellent twenty-eight months' course with an entrance requirement of two years' preliminary college work. They give the degree of Bachelor of Nursing.

Among other well-known universities offering such courses are Western Reserve, Leland Stanford, Indiana, Michigan, Minnesota, and Wisconsin. Practically all the universities have the usual college entrance requirements. Two years are spent in college work with stress on the sciences, then two years in nursing with one month's vacation. The fifth year is a combination of nursing experience and elective courses. The degree given is B.S. or B.A. The graduate is then eligible to take state examinations for her R.N.

Girls who want to go into nursing and can afford to take college work either in connection with their training or preceding it are strongly urged to do so, for it is the opinion of women who know that there will be an increasingly consistent demand for more education, more training, and more intelligence.

Dr. May Ayres Burgess, Director of the Committee on the Grading of Nursing Schools, has some interesting conclusions on work and pay. The private duty nurse, it seems, averages seven months' work a year, four months' idleness, and one month's devotion to charity. She earns on an average $1,311 a year as long as she works.

The public health nurse works five and a half days a week, in eight-hour days, and gets a regular vacation. Usually she starts at $1,450 a year and increases her salary steadily though not rapidly. The average is quoted at $1,720.

The institutional nurse works more hours per year and gets the best pay. Her average is quoted at $2,079, but this includes maintenance, usually valued at $500, but worth much more. These figures are average and do not of course indicate potential salaries, which may run up to $7,000 or $8,000. In executive positions in hospitals $4,000 a year plus $2,500 maintenance is fairly common.

The appeal of the nursing profession, however, is never fundamentally money. It is rather that vital human quality which is always present in work on such intimate terms with human beings. A good nurse must be animated not only by intelligence but by great human understanding. She must be strong, deft,

poised, tactful, patient, controlled, serene, neither dull nor phlegmatic, but sensitive in the best meaning of the word. She must be able to take orders and hold her temper. She must be neat, thorough, faithful. She must have the sense to see emergencies and the courage to act in them on her own initiative. Her responsibilities are tremendous. Often for many hours she has full charge in cases of life and death.

If you are deciding whether you would like to be a nurse you should consider well the facts about the overcrowding of the profession and its real hardships. It is fair to consider also, however, that nurses, like food, will continue, so far as we can see, to be a human need, and that whatever training you get may always be put to private as well as public use. It is also well to keep in mind that a good nurse loves her job perhaps more than any other professional woman loves hers. There is a fascination about the work that can make handicaps and annoyances seem pale. For after all, temperature charts and bed-making are often only incidentals in a perilous and thrilling gamble between life and death. The nurse sees this and sticks to her job.

More and more, nursing is dovetailing with the work of the positive health people. This is true not only of the public health nurse and the institutional

nurse but also of the private nurse, whose aim, as some one has said, is to leave her patient knowing more about health than he did before he was sick.

The nursing profession offers one definite asset to its members: it is thoroughly organized into international, national, state, and district organizations as well as individual alumnae associations. The International Council of Nurses, founded in 1899, is the oldest professional international organization.

There has been a great deal of dissatisfaction among private duty nurses because of uneven employment and consequent low salaries, and a corresponding irritation in the public mind because of the costliness and sometimes the inadequacy of nursing service. Definite efforts are being made to raise the educational requirement and standardize training; also to work out plans for better geographic distribution of nurses and for organization of registries in touch with the community so that nurses will be supervised for better service. From the standpoint of both nurses and public there is merit in the hourly nursing plan whereby registries charge by the hour for a nurse's services but pay her a flat rate to assure her a dependable living wage.

II

HEALTHY WORK

THE sharp competition of present-day life has taught us at least one good lesson—that it pays to be healthy.

The growth of this idea has been comparatively rapid. It started with curative medicine and the treatment of symptoms. Then Pasteur came along. We discovered germs, the prevention of epidemics, and the safeguarding of public health. From this it was natural to narrow our attention to the individual and to the possibility of building good bodies instead of patching broken-down ones.

In 1919 an organization was started for the purpose of unifying thought and using the machinery of women's organizations to get over to the public the idea of constructive health-building. The Foundation for Positive Health has been largely instrumental in giving publicity to the health idea, and through its textbook, *The Hand-book of Positive Health*, it is

putting into the hands of the public constructive help in health-building.

The idea first took hold in relation to children. "Better Babies" seems a natural enough slogan now. We take it for granted that our babies shall be inoculated for diphtheria, watched for adenoids and flat feet, and built up constructively and sturdily. Yet, when a department with that title was started in the *Woman's Home Companion* back in 1914, it was an innovation.

The health of school children has also come in for a rapidly increasing amount of attention. Before the war only eleven states required physical education in the schools. The number now has increased to thirty-six. The need of such legislation is painfully apparent when one realizes that in 1918 the National Committee on Health reported less than one-fourth of the nation's children physically fit.

The younger you catch them the more you can accomplish, but it is never too late to begin. Helen McKinstry, formerly director of the Department of Physical Education at the Central Branch of the Young Women's Christian Association, New York, tells me that they deal with 10,000 women a year. Such figures talk, in more ways than one.

The importance of this from the standpoint of the job is that there is a tremendously increased number of openings for teachers and physical directors trained for the work. It is estimated that there are at the moment at least 100,000 such positions for men and women in the United States and probably about 10,000 adequately trained applicants. Some of this difference in supply and demand is due to the state laws, the rapid increase in physical education activity, and the rise in standards. Most states now require at least three years' training, and some have laws which make necessary a college degree as well as special training.

There are many good schools throughout the country where such training may be had, so many in fact that it is almost futile to mention examples. In most of the big state universities there are excellent courses. You are probably familiar with the Sargent School, which has just become affiliated with Boston University. The Central School of Hygiene and Physical Education became on September 1, 1929, the School of Physical Education and Hygiene of Troy, New York, and now gives a four-year course leading to the B.S. degree. Teachers College at Columbia University and the School of Education of New York

University have notable departments, and the post-graduate work at Wellesley is outstanding.

For most schools admission requirements include a good secondary school education and a sound physique. The bulletin of Ohio State University cites as specific qualifications health, strength, vitality, alertness, poise, grace, cheerfulness, loyalty, leadership, efficiency. For the graduate work at Wellesley I note that they specify a sense of rhythm and also the ability to use the voice with ease and power.

A background of good breeding is essential, and the old mannish-tie, high-collar, sporting ideal has been displaced by a more subtly healthy individual. To be at all successful at this work you must also have tremendous enthusiasm and a definite dramatic sense.

The necessary training includes not only active gymnastics, dancing, and sports, but also supplementary work in physiology, hygiene, psychology, nutrition, massage, educational theory, English, voice culture, and other useful allied subjects.

A large proportion of the girls who graduate go into the teaching of physical education in elementary or secondary schools, colleges, normal schools, playgrounds, settlements, camps, Y.W.C.A.'s, or similar

organizations. Factories, department stores, and other businesses are finding increasing need for the physical director who can supervise recreation and corrective work. Sanitariums, hospitals, clinics, and doctors in private practice (especially pediatrists) are working more and more with trained physical educators in the achievement of positive health and the correction of physical defects or wrong conditions. There is a legitimate demand for the intelligent person who can dramatize exercise, dancing, or sports and make them attractive to women in pursuit of good looks.

Tremendous specialization is inevitable. There are women like Miss McKinstry and Dr. Lenna Meanes of the Foundation for Positive Health, who are primarily educators. There are women like Harriet Wilde, whose work is so closely allied to the medical profession that she takes patients only on physicians' recommendations. Her passion is building fine children, and she probably knows more than anybody else about what can happen to your child and what must not. Mothers who let bootees shrink or allow babies to walk without due apprenticeship in creeping had better stay away from Harriet Wilde. She takes mature patients for corrective work in cases of spinal curvature, relaxed arches, constipation, chronic fatigue, postoperative conditions, and overweight.

Don't try to get her to reduce you, though, for she will tell you she is not in the beauty business.

Some of the people who go in for corrective work put all the emphasis on exercise. Estelle Bertine is one who believes in self-help. In her studio she works with the individual or with small groups, and only after a doctor's thorough examination and recommendation. Miss Bertine is extremely intelligent and scientific in all she does. She is interested primarily in business and professional women or in any one who likes to work out her problems, and to know what is being done and why.

Dorothy Nye's studio, also in New York, is an example of the more recreational type of work. She dramatizes her work and goes in for swimming, fencing, and dancing as well as individual exercise; and her special hobby, relaxation, makes a great appeal to women in society and the professions. Needless to say, Miss Nye's work also is fundamentally sound. It just happens that her clients like to take their exercise as a game.

There are also many people who do not want to exercise at all or who want to exercise as little as possible. For them there are places where massage, baths, rays, and such vicarious methods eke out their own activities. Physical educators who start in business

for themselves often find that this sort of work pays well. It varies the treatment, interests the client, and in many cases is of real benefit to her, either in itself or in starting her on a health program for which she gradually gains strength or inclination.

More and more emphasis is being placed on health and exercise by the beauty specialists. Elizabeth Arden features her exercise salons and home courses quite as much as her facials. With the tremendous boom in all aspects of beauty culture the health application cannot fail to be increasingly important.

In kindergartens and play schools for little children there is now an impartial attitude toward physical and mental development. A striking example of this is found in the Noyes Rhythm Schools and Camps for Children, which aim to establish in the young child "the automatic, sympathetic functioning of all his normal activities that he may grow into a natural balanced individual." The children such schools produce are far removed from both the hollow-chested smart ones and the bulging-muscled athletes of the past. And the process of education has become less painful not only to the would-be educated but also to the educators.

Those who have the health idea most at heart look forward to having the medical profession aligned

with the educators in the not too far future. Their optimistic hope is a threefold combination: doctor, nurse, and physical director—the nurse for the sick people, the physical director for the well ones, to keep them that way and to raise the health average. When this health campaign becomes a certainty it will naturally create an even greater demand for the physical educator.

The salary of the teacher, as everybody knows, is unfortunately never large. The woman who after an apprenticeship in teaching goes on to specialize and make a name for herself in her own office or studio or as a consultant commands more money.

A distinct advantage of physical education is the lack of geographic limitations when it comes to finding jobs. The finest thing about the profession, however, seems to me to be its by-products. A girl may train to be a 'cellist and then decide she does not like it. She may become a crack proofreader, then marry and bring up five children on a farm. But if she is trained in physical education, no matter what course her life may take she can still enjoy and be grateful for a well-built, perfectly functioning body. It is money in her pocket whether she works at her trade or not.

12

WHO WILL MIND THE BABY?

THE nursery problem cannot be solved by mother's love plus cheap labor. That is the conclusion that we have finally come to under the guidance of the doctors, the psychologists, and the experts in home economics and education.

Babies are probably no more precious than they ever were, but they are the subjects of more intelligent thought. They don't just grow up like Topsy any more. Every precaution is now taken to see that they come into the world with the best possible physical equipment, and thereafter their diet, their clothes, their sleep, their play, their habits, and their happiness are well considered.

The business of minding the baby has become something more than a side line for busy mothers or a job for anybody who can push a baby carriage. It takes an intelligent, conscientious, methodically trained mind as well as a lot of common sense to

give a baby the physical care he needs. When you add to this the responsibility of habit-training and the dealing with the individual problem of every child's mental development you have a job worth anybody's mettle and one, if we can believe the doctors and psychologists, of importance to the whole lifetime of the child.

When it was thought that just anybody could take care of little children the job lacked the necessary appeal to able women, except in the case of trained nurses who for some special reason took child cases. But with the growing emphasis on the importance of right influence in the child's early years, and also with the growing complexity of life and the increase in the number of mothers in business, the appeal of the work as well as the need of more workers is on the up-grade. Women who cannot take care of their own children are looking for intelligent proxies, and many girls are being attracted who have the intelligence to see in this a vital work.

The jobs available may be divided into work with the individual child, such as child's nurse or mother's helper positions in the private family, and jobs with groups of children such as work in nursery schools, day nurseries, and play groups.

At the Home Bureau, Incorporated, Medical House

of New York they say that for babies up to one and a half years the demand is mainly for baby nurses with hospital training or thorough training and practice under a competent baby nurse in a private family. Training is given in many hospitals such as the New York Nursery and Child's Hospital or the Babies' Hospital in New York. The courses are usually six months to one year. Girls trained in this way have a chance not only of being instructed but also of observing methods, becoming familiar with theories and practice of attending doctors, and actually handling and observing many babies.

Some people prefer a nurse trained under a competent head nurse in a private family where there are several children. This system, which is common in Europe, offers a girl a good chance for intensive careful training provided she has an able nurse over her.

Trained baby nurses without practical experience usually start at $75 a month plus living. With experience or where there is more than one child they get more. Salaries for experienced nurses may run up to $150 a month in addition to living.

After the child is a year and a half old, the demand is less for hospital training in nurses and more for experience as well as natural ability in handling

small children. More and more mothers now feel that they must have people of good education, good breeding, pleasant personality, tact, and kindliness to be companions for their children. As the child begins to talk it is important that he have a good example before him in the careful and well-bred diction of his nurse. Many mothers prefer a French or German nurse who can begin to teach her own language to the child at an early age.

There is an increasing call for mothers' helpers—girls with no particular training but a liking for children and an aptitude for following directions and coöperating with the mother. For a girl who can ill afford training this is a way to get experience which may later be supplemented by nurse's training.

For nurses who like work with individual children but who do not care for resident positions there are in many places opportunities for part-time work. Children in cities must be taken to the park or tended while their parents shop or go to parties. Even country mothers do not always find it convenient to get Grandma to mind the baby. Agencies often place trustworthy people in part-time work at $.50 to $.75 an hour. Some hotels keep lists of people available for this kind of work.

Group work with children is more attractive to

some than work with the individual child. The day nursery with trained baby nurses in attendance solves the problem for many business mothers who cannot stay at home to take care of their children. Some of these nurseries are run by charitable organizations without charge. Some are run privately for the convenience of those who can pay. Some, like that at Greenwich House, New York, now include also a nursery school for the run-about child.

The nursery school aims to take care of the years between babyhood and the kindergarten. The child is not really "taught" but rather encouraged to develop normally under intelligent direction. Many mothers and psychologists strongly favor the companionship of children their own age for little children rather than the exclusive attention of a nurse or governess. And they also urge that children have the wise direction now becoming available in the nursery school directed by experts in child development.

Many of the well-known nursery schools have been started primarily for purposes of research. Such is the Nursery School at the Institute of Child Development, Teachers College, which is also used for demonstration work, or the Nursery School of the Bureau of Educational Experiment which is housed with the City and Country School of New York. Some

are conducted principally for the training of young women in home-making and child care; the Merrill Palmer School in Detroit is an outstanding example.

The third type is the day nursery or play school which exists primarily for the pleasure and benefit of the child as well as a source of income to the director. There are many of these, not only in the big cities but also in suburbs and small towns where mothers have realized the difficulty of keeping the little child constructively busy and intelligently looked after. They are usually started by young women who have had college training and possibly graduate work with emphasis on child training and psychology. Sometimes a group of parents organize such a school and hire a director.

Sometimes the children spend a half day in the nursery school, sometimes all day, or perhaps until three in the afternoon. Naps, luncheon, and sunlight quotas are as much a part of the day's schedule as the sand pile. Whoever has charge of a play school must not only have some knowledge of child psychology but must also know something about physical care, for little children must have individual attention, be fed scientifically, and be watched for fatigue or signs of illness.

The job of minding the baby is as yet unstandard-

ized. Many mothers are still satisfied with inferior help, but the general trend is toward recognizing the importance of the right conditions for the baby. Organizations such as the Children's Bureau, the National Child Welfare Association, and the Child Study Association of America are at work on the problem. Specialized magazines such as *Parents' Magazine*, *Child Study*, *Hygeia* and *The Journal of Home Economics*, as well as general magazines with special articles and departments such as the "Better Babies Department" in the *Woman's Home Companion* or the "department of Child Training" in the *Delineator*, are doing fine work.

Under the Maternity and Infancy Act instruction in child training and child care has been greatly extended in the public schools and normal schools. In Wisconsin, for example, it has been made a part of the regular school curriculum by coöperation between the State Department of Public Health and the State Department of Education. Good courses have also been worked out in many other states. From 1925 to 1929, 7,397 classes for girls in the care of the baby were reported organized by the states, and 6,578 classes for mothers in infant and maternal care were conducted.

Physical care as taught in the hospitals is now being

tied up in some instances with educational principles as in the collaboration between Babies' Hospital and Teachers College, Columbia. Many colleges and universities are offering both graduate and undergraduate work. Teachers College, Columbia, with its Institute of Child Development, Smith with its advanced psychological work, and Vassar with its work in euthenics are outstanding examples.

Whatever work is done with small children, the qualities necessary are much the same—robust health and strength, good breeding and common sense, neatness, a methodical mind, reasonableness, an even temper, tact in dealing with the child and the family, an interest in the child's point of view, and an open mind to the best thought in child guidance.

Though nobody believes any more that if you like children you are automatically fitted to train them, unless you care about them and have some knack for getting on with them, naturally you would be foolish to tackle the job. Granted this attitude, there are one or two other things to think of, too. The proper physical care of children is really a comparatively new thing, and child guidance is still in its infancy. Within the next few years tremendous strides will be taken in it. The whole field is developing and opening up, just as are all other aspects of neurology,

psychology, education, social adjustment, and everything else which takes into consideration our mental as well as our physical states.

There is a fascination to many people in being in near the start of things and in helping to discover and consolidate new wisdom. In child training certainly you have a problem both as old as the world and as new as the latest experiment.

Practically speaking, it has also the appeal of everyday usefulness. If, like most girls, you look forward to a home, husband, and children of your own, you may as well make up your mind right now that you could not be apprenticing yourself to any job which would give you more satisfactory returns. It is struggling all unaided with problems of spinach and "I won't" that makes young mothers' hair turn gray before their time.

13

"ASK MY SECRETARY"

BRUCE BARTON told me this story:

"When I had been out of college a couple of years I was sent from Chicago to take charge of our New York office. Things had gone pretty well for me out west, but here from the beginning they were all wrong. I was young, inexperienced, and discouraged. Then one day my boss came on from Chicago to look things over.

" 'How are you getting along?' he asked.

" 'Terribly,' I said. He could see it.

" 'And do you want to know why?' he came back. 'Well, I'll tell you. You've got a rotten secretary. She's slow, inaccurate, and tactless. She lets the wrong people through to you and wastes your time. She keeps the right people out, and you're constantly apologizing. You lie awake nights worrying about what she's done that she shouldn't and what she hasn't done that she should. Get rid of her and see if I'm not right.' "

The sequel is obvious. He did and he was—and the incident gives you some notion of the importance of the usually anonymous young woman who is known in business as "my private secretary."

The difference between a secretary and a stenographer has been said to depend on the fact that a secretary thinks, but there are private secretaries by courtesy title that never had an idea, and there are stenographers who, in everything but name, are secretaries. In general, however, the stenographer's duties are concerned with typing, taking dictation and transcribing it, and various other kinds of office routine work done under the direction of an executive.

The private secretary's work, on the other hand, is largely executive. She must often stand proxy for her employer. Therefore she must have the ability not only to carry out orders but also to initiate them. Her value consists in being able to take work off her employer's shoulders, to act as buffer between him and outside annoyances, to facilitate the routine of his office, to suggest constructive measures for increasing his efficiency—in a word, to make his life easier and to increase his leisure.

The easiest and quickest way to get a start in practically any business is to go in as a typist or stenographer. Girls with little education and some facility

with a typewriter can get jobs copying manuscripts or doing other routine typing for a low wage. Girls with a high school education and a knowledge of shorthand as well as the ability to type can get jobs as stenographers. The salary may be $18 a week or higher.

A bright, ambitious girl with such a start ought to be able in a few years to become so valuable to her employer that her salary will be appreciably increased and her work take on many aspects of the private secretary's. She will not do this, however, by settling back and being content to make herself proficient in margins and a neat duster of executive desks. She must not only study the business and her employer's needs but also broaden her education in every possible way.

If she cannot take a year or two off for intensive training, extension courses in night schools, the Y.W.C.A. and universities are almost always available, and the right books will help a great deal. Perhaps her best guide will be a study of the requirements of employers and of the standardized training for the secretary's job.

There are several good schools such as the Peirce School in Philadelphia and the Katharine Gibbs Secretarial School in Boston (with branches in New York

and Providence) where secretarial training may be had.

The Gibbs School admits only high school graduates and offers a one-year or a two-year course as well as a special course for college women. The one-year course includes stenography, typewriting, secretarial accounting, filing, indexing, English adapted to business usage, business correspondence and report writing, economics of business and economic geography, banking and investment, finance, business law, advertising and publicity. The two-year course offers, in addition, cultural training similar to the work one would have during freshman year in college and also includes practical training in such things as budget-making, control of personal expenses, and home efficiency.

The aim of the school is to help its students develop initiative and efficiency and be equipped for the human relationships of a business career. Lectures and demonstrations are given on good appearance, poise, a pleasant voice, and good manners. An interesting experiment in coöperation with the telephone company aims to train girls to pitch their voices properly and to make the best possible impression over the telephone. Since much of a secretary's value depends on her ability to find out things quickly and accu-

rately, training is given in problems of getting information and using sources, standard and otherwise.

A secretary's job depends on the personal characteristics, activities, and wishes of her employers. In general, however, this is what she is supposed to do: meet callers, handle correspondence, make appointments, manage her stenographic staff, answer the telephone, keep records and files, and attend to pecuniary affairs such as bank accounts, insurance, taxes, dividends.

In addition, a private secretary often does everything from paying household bills and computing income taxes to buying railroad tickets and cigars, ordering birthday presents for wives, sending fruit and flowers to departing friends, and keeping office politics from coming to a boil.

Secretaries may, according to their temperament and their employer's wishes, take all the responsibilities of managing his office routine and many of his private affairs, or they may simply follow intelligently and accurately his express orders. To the unimaginative girl the latter job appeals, but the ambitious girl will look for an employer who will give her plenty of rope.

There are two types of girls who go into secretarial work: first, the girl who sees a good opportunity to

learn how to be an executive; second, the girl who is a born coöperator and whose forte will always be secondary responsibility. For her the secretarial job is not a wedge but a goal.

From the standpoint of the employer the latter girl is usually the best to hire, for there is less danger that she will perfect her technique and move on. The girl herself will probably be happiest if she sticks to the work in which she feels she belongs. But from the point of view of pecuniary advancement there is no comparison between the salaries of a first-class secretary and a highly paid executive. Secretaries start usually at $25 a week. Fifty dollars is a good salary, and $85 or $100 is not unheard of. Executives know no such salary limits. On the other hand grateful employers often see that secretaries are pensioned or otherwise rewarded—perquisites which executives more rarely have.

Girls interested in, but with no special talent for one of the arts or a particular line of business find in secretarial work an opportunity to be in the atmosphere they covet. There is an increasing tendency for girls to choose investment and banking businesses. Other favorites are brokerage, insurance, publishing, advertising, law, education, and manufacturing. The

ambitious girl chooses, naturally, a business in which she sees a chance for advancement.

Although the opportunities are not large in a money way, there is a fascination for some girls in working for writers, artists, and other professional people. If you think this is the job for you, listen to what Sophie Kerr says a writer's secretary should be and do. She should be absolutely accurate, very orderly, neat, and clean. She should remember everything, turn out beautiful letters, follow things through, mind her own business, take enough responsibility but not too much, and not be a chatterbox.

The social secretary's job has a glamorous fascination but should not be overestimated. It usually requires more good temper and social background than expert training.

If you want to work for a woman there are innumerable opportunities opening up among women business executives, professional women, women of wealth and large social, political, or philanthropic interests. Mrs. Franklin D. Roosevelt is an excellent case in point. Mrs. Roosevelt is probably one of the busiest women in America. In addition to her social and family responsibilities and her official duties as wife of the Governor of New York State, she is assistant principal of the Todhunter School in New York

City, a member of the Junior League Book Committee, and director of the Val-Kill Shops, a community enterprise in the village of Hyde Park which does weaving and makes reproductions of antique furniture.

Mrs. Roosevelt has a secretary in Albany and one in New York. She says, "I should say that the chief requirements were interest in their work, tact, quickness, and dependability. Secretaries can save their chiefs innumerable difficulties, or they can create more than any one else. If they are able they double the capacity for work of the persons for whom they are working. I have been blessed with some very excellent secretaries."

I think perhaps only people like Mrs. Roosevelt who have been "blessed" with good secretaries can realize that in addition to efficiency, great devotion, self-sacrifice, tact, diplomacy, and patience must be brought to the job by those who make a success of it.

Samuel W. Reyburn, president of Lord and Taylor and a staunch believer not only in women's right to get out and fight their own battles but also in their ability to acquit themselves, thinks his secretaries so important that he has compiled an office manual for their direction. It would make good reading for any secretary, but one phrase especially stays with me

and sums up the case: "My conception of the status of the members of my secretarial staff is that we are all partners—and should first, last, and all the time *coöperate* in doing the work."

Which just about puts secretaries in their place.

14

BOOK-LOVERS' BUSINESS

A CYNICAL gentleman looking over the publishers' fall lists remarked that he could wish for fewer books and more chance to read them.

The appalling increase in current literature is enough to give pause to any one who is dallying with the idea of writing books for a living. Lots of people are doing it in a businesslike manner that brings money, fame, and even Pulitzer prizes. But creating more books is certainly not the only method by which you can throw your lot in with them. There are other opportunities in manufacture and marketing which book-lovers would do well to consider.

A job in a publishing house is one of the favorite ambitions of young college graduates, who see it as a sort of escalator to the glamorous career of the novelist, poet, playwright, or scenario writer.

It is unfair to regard publishing as merely a tool of literature, for it is a job in itself. It is a question,

moreover, whether working in a publishing house encourages or discourages original writing. Girls who are destined to write will write, but undoubtedly publishing houses have mercifully showed many people their inabilities. If all apprentices in the publishing business have not become best-selling authors, however, some of them have at least made excellent editors.

The pay in most publishing houses is not large. High school graduates often start at $15 or $18 a week and college graduates at $25. Five thousand dollars a year is a big salary, and not many women go beyond it. But for girls who come from an atmosphere of books and are happiest within sight and touch of them it is an occupation sufficiently satisfying to make up for pecuniary sacrifices.

The "book background" is one of the chief assets in publishing. The second, curiously enough, is stenography and typewriting, particularly typewriting. People will tell you that these two put you in your place and keep you there, but that is not the way it actually works out. It is not unusual for stenography to lead to editorial positions, and private secretaries to executives in publishing houses have invaluable opportunities to learn how things are done and, eventually, to become executives themselves.

Many girls with experience in other professions or businesses also find their way into book publishing. Ex-teachers and librarians often find it a pleasant change. Free-lance writers, newspaper women, or magazine editors are frequently attracted to it.

So-called editorial jobs in publishing houses are not plentiful. Occasionally in the smaller houses girls are employed and trained in all forms of editorial work—manuscript reading, editing, rewriting, word-counting, proofreading, and the complicated business of types, cuts, and getting along with printers. In larger houses the work is more specialized. As in other big businesses, stenographers, bookkeepers, people to answer inquiries, to keep records, and to carry out various manufacturing, marketing, and advertising schemes, are needed. You may work in a publishing house and never go to lunch with an author or discover a best seller, but no matter how small a job you have there, you will find it tinged with books, and to any one who loves them this is romance.

The publicity and advertising departments in publishing houses are to many girls the most interesting, aside from the editorial. Here, if you want to write, you get your chance, and you can be sure that you will be allowed to concentrate on books instead of

being switched from linoleums to cold creams, as advertising writers often are.

There are also in publishing houses at present a limited number of opportunities as saleswomen to the retail trade. Probably the small number of women in this work is largely due to the physical difficulties of carrying around sample books.

To make books you must love them very much, but to sell them successfully you must care not quite so much about them. I know book shops that part with their books so reluctantly that one feels apologetic about buying, and others that are so unbusinesslike that it is more than your patience is worth to get what you want and be billed for it accurately.

You must have not only a feeling for books and a wide knowledge of them but also a feeling for and knowledge of people. Carol Fleming and Harriet Anderson, who run the Channel Book Shop in New York, say it is "an instinct for and pleasure in sociability." A book store (to use their words) is the glorified cracker barrel of the old-time grocery store. You must be interested in and able to discuss with your customers everything from the latest biography to hay fever. You must train yourself to show no surprise even if an elegant gentleman whom you have known merely as a sitter in the Harvard Club and

reader of detective stories appears suddenly on your doorstep and asks, "Know any place in New York to get codfish cakes?"

The Channel Book Shop is often praised for its unusually careful personal service. The proprietors have a reputation for good memories for wants and preferences of customers, as well as names and faces. They modestly say that it is really a matter of "writing it down."

To make a book business flourish, you must realize that the business end of it is quite as important as the aesthetic. Buying must be done astutely to take advantage of discounts. Stock must move. Books must be checked to the invoice and any discrepancies reported to the publishers immediately. Letters must be attended to promptly. Bills must be paid and collected.

In running a book shop you must keep in mind that you are selling the same merchandise as the book shop down the street and that prices and profits are fairly well fixed. The challenge to you is to make people want to come to your book shop for books more than they want to go somewhere else. It may be that your walls are a more attractive color, your books more carefully chosen or more invitingly arranged. Your manner in selling may be more pleasing,

your methods of advertising more persuasive, your reading advice more intelligent and tactful.

There is a tremendous opportunity in the field for the intelligent young woman of initiative, originality, and good taste, and statistics seem to indicate that she is embracing this opportunity. A count of book-stores started during the past five years shows that, of 1,063 stores, 472 were opened by women.

Most people who go into the book store business do so not entirely for money returns. Books are pleasant companions, and you take part of your pay in the pleasure of handling them. This, however, does not buy bread and butter. Apprentices in book stores may earn from $15 to $25 a week and work up to $35. Owners figure on about 5 per cent. profits on intake. Fifteen per cent. is usually figured for tea-rooms, which gives you some basis for comparison.

Dealers in old or rare books can make more profit but need more capital. There has been in the last few years an interesting development of children's book-shops and departments which offer opportunities to people interested in or skillful with children. Well-known children's book shops are Bertha Mahony's Bookshop for Boys and Girls in Boston and Marian Cutter's Children's Bookshop and Mrs. Josephine

Dodge Kimball's Young Books, Inc., both in New York.

A circulating library is often used as a quick profit-starter to get a book shop going. In many localities these are very successful, but they entail careful bookkeeping and usually an up-to-date library to serve the "very latest book" hounds.

Henriette Walter, who went to Vassar, and Helen Russell, a Mount Holyoke girl, started a few years ago in New York the Post Box Book Service, a mail order business designed to give people out of touch with the intimate book shop the sort of book service they wish. The Post Box has graduated from a room in Miss Walter's home to a delightful little browse-and-buy shop in the East Forties, but still every week it ships poetry and biography to homesick expatriates in Siam, sends off two detective stories to Mr. L—— somewhere in Kansas, and sees that Mrs. S—— gets everything that comes out on bee farming. What this amounts to is a sort of Book of the Month or Literary Guild book business directed toward the individual instead of toward thousands.

The jolly book caravans that junket around the country are another way of bringing a book to you. These may mean both fun and profits in well-to-do and remote summer colonies. But unless Father do-

nates the car you have to figure closely to make a profit after you pay for gas, depreciation, food, and lodging. Some of the best-known and successful caravans have been those of the Bookshop for Boys and Girls in Boston, the Hampshire Bookshop in Northampton, and the Vassar Book Worm Express.

Lesley Frost, daughter of Robert Frost, the poet, was one of the well-known caravaners. Later she enlarged her field and took a caravan around the world with one of the annual cruises. Report has it that she was "sold out before Suez."

A charming young woman I know is now engaged in selling encyclopedias from door to door all over Long Island. She does not have to use the old working-my-way-through-college gag, because she got her B.A. last June. Many attractive young women find full-time or part-time jobs in department store book departments or small privately owned shops. There are better jobs available as buyers or managers in shops after you have learned the business.

If you are interested in books from the standpoint of selling, you may obtain helpful pamphlets from the National Association of Book Publishers in New York. A three weeks' intensive summer course in book shops and book selling is offered at Columbia University.

If you have no instinct for trade, however, it is well to stay away from book selling, for both books and people have a way of winding themselves around your heart and cutting down profits. There is another job, bookish, social, and safely salaried, that ought to appeal to you—the librarian's. During the last few years interesting opportunities for trained librarians have developed in big industries such as telephone companies, manufacturing plants, and advertising agencies. Such jobs require definite librarian training, a good preliminary education, and sometimes the possession of special knowledge. In law offices, for example, the librarian often has had a legal education, and in libraries of manufacturing chemists scientific training is almost obligatory.

To many girls interested in education, school library work is attractive. The librarians here are on the same basis as teachers and in many instances are required to have teachers' certificates. An increasing number of cities are installing school library supervisors who direct the policies of all the school libraries in the city and buy all the library books. In Detroit, for example, the school library supervisor, Marion Lovis, has charge of some hundred libraries.

If public libraries have always seemed to you rather dull, murky places where Miss Minnie Brew-

ster dusts the shelves and hands out last year's fiction on Saturday afternoons you should make it a point, if possible, to take a tour of a big, up-to-date city library. From the sunny, flower-filled nursery rooms where trained story tellers introduce the youngest generation to the printed page you can travel through current literature straight back into antiquity and be sure to find at every stage a librarian who is an authority on what you want to know. There is an opportunity here for intense specialization.

Modeled somewhat on the caravan idea but run on the library system are the traveling libraries which many states are now organizing with headquarters in the county seats. It is the business of the county librarian and her assistants to travel about the county at regular intervals, carrying books with them for the people to whom local public libraries are not accessible.

The regular librarian training, a one-year course, is available in many good institutions such as the Columbia University School of Library Service, Simmons College, Western Reserve University, University of Illinois, and the Carnegie Library School of Pittsburgh. Most of them require a college degree or at least three years of college training, though it is possible, as at Pratt Institute in Brooklyn, to take

the course directly after high school. The American Library Association in Chicago, is in a position to give valuable information about credited schools and various other aspects of library training and work.

Though books are not so universal a need as meals they are, to a more restricted number, almost as essential. You can be as hungry for books as you are for beefsteak and as dependent on those who provide them as on the cook. The successful book maker, librarian, or book seller is the one who most wisely feeds this need. People's taste in books is often dependent on their opportunities for coming in contact with good ones, but those who have tried to force reading dietetics on the public have been no more successful than those who have been too domineering about balanced food. You can expose people to what you think are good books, but you cannot force them to buy or read. Wise publishers go slowly, and clever librarians and book sellers are not too obvious with their advice. This is perhaps one of the most important secrets of success in the business of bringing books to people or encouraging people to come to books. It is a job for the wise, the understanding, and the tactful.

15

THE EDITORIAL WE

THE editor is used to being asked, "How do you get to be an editor?" Yet she never seems to have a satisfactory answer. Secretly I suspect she is of the opinion that editors are neither born nor made—they just happen.

It is a little difficult to say just what an editor is, for her position is largely defined by what she edits. Newspapers, trade papers, weekly or monthly magazines have different policies, schedules, and methods. An editor's job on *Harper's*, for example, is as different from an editor's job on *Women's Wear* as the formats of the publications.

Magazines like the *Woman's Home Companion* or *Good Housekeeping* are big businesses, with highly specialized departments edited by experts under the supervision of an editor-in-chief. This editor-in-chief must know something about cuts, printing, and layout. She must and does shape policy, plan editorials,

edit all the material that goes into the magazine, and give the finished product the stamp of approval. Much of the actual work of putting the magazine together, however, must necessarily be done by sub-editors.

On a small magazine where the staff is limited this is rarely the case. The editor, with possibly one or two assistants, works with the artists, engravers, and printers. She lays out the material, manipulates the budget, writes the leads and editorials, edits the copy, reads and cuts the proof, struggles with the advertising schedule, placates subscribers and difficult directors, and literally brings up by hand this child of her editorial pencil.

It has been said that an editor must either know about a lot of things or know one thing well. This something may not necessarily be knowledge of subject matter. It may be a flair for suiting the public in the selection of material. It may be a knack for lay-out or choice of illustration or type which makes her especially successful.

Certain qualities are always useful to an editor. Good health is essential, particularly if a girl takes her apprenticeship on a newspaper or small magazine. She must be able to work in long stretches, to stand irregular hours, and not to mind work in bunches.

Marguerite Mooers Marshall tells of a characteristic assignment from the editor of a big magazine—an interview with Helen Taft, then dean of Bryn Mawr. Miss Taft was leaving for a western trip, and time pressed. Miss Marshall went to Bryn Mawr. They talked from eight to ten in the evening. Miss Marshall wrote all night, got Miss Taft's O.K. at eight in the morning, caught a train for New York, and delivered the article before one o'clock.

Stories like this are common in newspaper legend, but to the uninitiated, magazine life sounds more leisurely. It may be so sometimes, on some magazines; but closing date often means a near-panic on even a well-ordered publication.

A desirable quality of the would-be editor is willingness to work a lot and to work at anything. Gertrude Lane, editor and director of the *Woman's Home Companion,* began by offering her services to an editor of a small publication for the chance to learn the trade. Her offer was accepted with surprised gratitude. She worked evenings, keeping her regular daytime job. But she hurdled the main objection that young people have to meet. She had experience to offer when she applied for a paying job.

There are very few editorial positions open to the inexperienced. If you want to be an editor you can

try to get a job on a newspaper, preferably a small one at first. You can take a stenographic position with some publication and hope to make your editorial abilities obvious. Or you can go round, besieging editors in the hope that you will some day fall heir to one of those rare editorial apprenticeships.

Another way to begin which perhaps should be mentioned is in a printing and engraving establishment. Less is known about type, cuts, and the various processes which go into the physical making of a magazine than of any other phase of editorial work, and such knowledge is valuable. It is also fairly obvious that any experience one can get on a school or college paper is just so much free training.

Classes in various aspects of editing are given in several of the universities, but so far as I know there is no one course in editing which would prepare a girl in the literary aspects of the editor's job and also give her training in selection of type, cuts, and papers, preparation of copy and layouts, proofreading, and other mechanical processes of the work. The magazines which now have to train their own people would probably welcome such a course, but the small number of available jobs is a drawback to the marketing of too many editors.

The more an editor knows, usually, the better editor

she is. Education, travel, a lively interest in what is going on in the world, and a wide acquaintance with ideas and people are all invaluable. An editor should respect the opinions of others without being dominated. She should have a good eye and a trained pencil, a sensitiveness to the public pulse, a feeling for news, and the ability to appraise it judicially and to select it cannily.

A good editor is a good executive. She is not necessarily a poet, novelist, art critic, or even a brilliant writer of editorials, but she knows people who are and where to get them. Irita Van Doren, editor of the book section of the New York *Herald Tribune*, expresses this in terms of her job when she says, "The book *critic* thinks what she can say about a book; the book *editor* thinks who is the best person to say it."

Having secured a working editorial foundation—anywhere—study the field and decide where you fit in. This includes studying the publications. Don't go in to apply for a job and tell the editor you've never read her magazine. Girls do it, but it doesn't make a hit.

You may decide that a newspaper suits you. There are not many women newspaper editors. Once in a while you hear of a woman managing editor, a city editor, or Sunday magazine editor. Woman's page

editors are not so rare. The columnist who deals in fashions, food, babies, or advice to the lovelorn does somewhat the same sort of work that a department editor does on a big magazine.

Trade papers and magazines specializing in art, fashion, architecture, gardens, or interior decoration are at the opposite poles in respect to price and form, but have one thing in common, absorption in a single idea. They are the logical goal of the editor who knows a great deal about a subject or who has a specializing mind.

The cultural background demanded by many of the magazines devoted to the arts puts them out of question for the novice, but the fashion publications are often looking for untrained girls with social background and clothes sense.

For the girl with literary tastes and aspirations there are the small group of intellectual publications such as the *Atlantic Monthly*, the larger group of fiction magazines, where the manuscript reader is especially in demand, the general weekly or monthly such as *Collier's*, and the group which is primarily interested in economic and civic aspects such as the *New Republic*.

The big women's magazines find places for authorities on many subjects such as architecture, cooking,

civic problems and politics, interior decoration, clothes, health, and the care of children. They also need literary editors, managing editors, art editors, proofreaders, and a good number of editorial assistants, whose work smacks of the reporter, the copywriter, and the general handy girl.

House organs of big businesses and magazines devoted to the interests of trades, clubs, or other organizations often appeal to a girl whose interests or background happen to fit her for the work. Helen Havener, for example, was publicity chairman of the Federation of Business and Professional Women before she became editor of their magazine, *Independent Women.*

Though apprentice wages are about the same ($20 is a fair average) and associate editors' salaries are not usually high ($75 is normal) there is more chance of salary advancement on the big magazines which carry a lot of advertising and earn a lot of money than on the smaller publications which sometimes find it difficult to make ends meet.

The women's magazines, appealing to women and dealing with many matters which are their special concern, naturally find more use for women editors than most general publications. If locality means anything to a girl, newspapers or small publications

situated throughout the country may be more attractive than the big magazines which center about New York, Philadelphia, Boston, and Chicago.

I doubt if the ordinary editorial job is much help to creative writing. Girls who see in it a chance for a literary life or a blissful opportunity to write clever captions or read all the newest fiction first should be warned of the probable endless word-counting and proof-cutting.

The real editor takes the drudgery as a matter of course or as spiritual meat and drink. She loves the look of a pasted-up layout. Every page marked up for the printer is a new achievement. Every proof that comes back is a thrill and a potential surprise. Every completed issue laid on her desk is her child to praise or to censure. If this sounds good to you, go ahead and maybe you'll be one too.

16

THE PICTURE-MAKERS

Now that artists do not have to die to be famous but can live well on their immediate receipts from magazines and advertisers, art is threatened by almost too many aspirants. Illustrating has for young people an attraction almost as great as that of the movies.

"It must be pleasant," they seem to say to themselves, "to keep irregular hours, wear painty smocks, give studio parties, and have editors calling you up and begging you to draw pictures."

"It must be pleasant," all of them must think, "to sign your name to beautiful illustrations and indorse equally beautiful checks."

I know many successful illustrators, and they work very hard. Moreover, they have been working hard for years, and long before editors cried for them. Good illustrators are good artists, and no one is a good artist without hard work. The story of the illus-

trator who four times tore up a drawing of nine hundred horses might be duplicated again and again.

The market is crowded with young illustrators who ape the big ones. Would-be Drians, Raleighs, La Gattas, and Ralph Bartons, they attempt merely to get the superficial knack. They may sell their work to undiscriminating people, but they never develop, and soon they cease to matter at all.

Standards in illustrating are rising rapidly. To the lay person the work that commands fabulous prices may seem sketchy and easy, but the brother artist recognizes craftsmanship, and the art editor and advertiser demand it.

The young would-be illustrator must be willing to spend time and effort to acquire a fundamental art training. Preferably she should get this training in a good art school or under the direction of a good artist who is also a good teacher. The better the training and the harder and longer she works, the better her chance of success.

Among the schools in America where good training is available are the National Academy of Design, Art Students League, Cooper Union, and the New York School of Fine and Applied Arts (Parsons School) in New York; Pratt Institute in Brooklyn; the Pennsylvania Academy of Fine Arts in Philadelphia; the

School of the Museum of Fine Arts in Boston; the Chicago Academy of Fine Arts; and, in San Francisco, the California School of Fine Arts. The Parsons School has branches also in Paris and Italy.

Many girls seem to feel that anybody can draw fashions without much training, but it is scarcely the case. Grace Hart, whose suave, lovely ladies you probably know, says, "Tell them for me"—speaking of you who want to be illustrators—"that they must have a fundamental art training. They must learn to draw the human figure before they can draw clothes. If they will study good fashion drawings carefully they cannot fail to be impressed by the fact that illustrators know not only clothes but also shoulders, hips, and feet.

"Fashions offer more opportunities, perhaps, than other forms of illustrating, and fashions have a predominating influence on all illustrating today. No matter what is illustrated, shoe polish, automobiles, or the latest love story, it must look *chic*.

"And how does one learn to do smart illustrations?

"Illustrations are smart because they convey to people the idea of smart clothes smartly worn, and this knowledge is something acquired only by studying smart women in smart places and absorbing the smart atmosphere at first hand."

I am convinced that this studying of material at first hand is what distinguishes many good illustrations from poor ones. It does not matter whether you are drawing clothes like Grace Hart, babies like Lucile Patterson Marsh, fairy-story children like Maginel Wright Barney, beautiful sophisticated ladies like Katharine Sturges, or funny ones with hips and hats like Helen Hokinson. You have to draw what you see and feel. Mrs. Marsh does not draw children as she thinks they ought to be; she draws them as they are. Miss Hokinson does not draw women to be funny; she draws them as she sees them, and they are funny.

The streets of Nonsense-town that Maginel Wright Barney sees may have their existence only in her mind. The glamorous ladies that Katharine Sturges creates may be not at all the sort you are accustomed to recognize. But they see them truly and draw them craftily. It is when you attempt to draw as other people see that you get into trouble.

A great foe to success in illustrating is an unbusinesslike attitude toward one's work. An artist does not literally punch a time clock, but the fact that she is accountable to herself makes it all the more necessary that she shall be stern. Many successful illustra-

tors order their lives with more precision than an efficiency engineer.

The illustrator must not only conserve her time and work hard, but also develop her salesmanship. The young illustrator who expects to support herself must sell her work, and in order to do so she must study her markets intelligently and try to discover which is best suited to her and how she can best qualify herself.

The siege of art directors is frequently discouraging. Artists often resent demands made on them by employers, and rightly so when it affects the fundamental value of their work. A great mistake is made by young illustrators who attempt to adapt themselves to the whims of several different employers, just as they err when they attempt to imitate several different artists.

On the other hand, an intelligent, interested art director can be of tremendous help to the young illustrator, and after all, buyers have some rights as to what they shall pay for. Illustrating differs from "art for art's sake" in that the illustrator, fortunately or unfortunately, is marketing her merchandise.

Maginel Wright Barney tells me that she regards as one of the most valuable experiences of her career the years she spent in a commercial art establish-

ment after her art training. Here she gained a knowledge of the processes of mechanical reproduction which helps to bridge the gap between the artist and the printer. But even more valuable was the enforced apprenticeship of continuous work. It held her down. Often it was pure drudgery. But she learned to draw by drawing, which any artist will tell you is really the only way.

Young artists who find it necessary to do hack work in pattern houses, department stores, or commercial art establishments often blame this necessity for their mediocrity and stagnation, but plenty of brilliant work has developed from such backgrounds. This sort of apprenticeship is often invaluable, for it keeps a girl pegging along.

Any girl who has real ability and grit can make a go of it. Perhaps grit should be stressed as much as ability, for it takes a lot of it to hold yourself to a job where there are often for so long a time no visible returns in money, satisfaction, or commendation. The free-lance artist is paid not when she works but rather when she sells. It is often hard sledding at first, and it may be years before the money comes in regularly or in quantity. It is true that $1,000 a figure is quoted as a successful fashion artist's return, but many work for years at $5 or $10.

Another fact to be considered about this work is that for many girls it means transplanting them from their homes and from economic safety. It is a city job and usually a New York job. That is where most of the book publishers and magazines have their editorial offices, and if illustrators want to get the jobs they must be within hailing distance.

Any job which is creative, any job which is free lance, is bound to present difficulties. But it is equally true that to many girls the creative job is the only one that satisfies, and I know almost no illustrator who, having weathered her troubles, suggests that any girl with ability should try to avoid them. Their advice is almost unanimous: "Give it a try. It's a good job."

This is a period which appreciates special abilities. Smartness is in demand in the whole advertising and editorial field. Eminent illustrators are often forced to call in style consultants in order that their heroines shall be well accoutered. Any girl who, in addition to knowing how to draw, also knows about clothes is likely to have a measure of success.

Another quality rather rare among women illustrators but increasingly in demand is humor. There is a dearth of women cartoonists, and you have to look around a bit to find a women artist who is a good

craftsman and really funny. But there will be more illustrating of this sort, and advertisers are sure to make more use of its possibilities.

Humor cannot be acquired, but it may be capitalized. If you suspect that it is your line take a tip from Helen Hokinson, who is one of the few feminine humorists, and don't force it. "I never meant to be funny," she says pathetically. "In fact, I was hurt at first when people laughed. Of course now I've been told so often that I'm funny that I'm conscious of it. But I honestly think the way to be funny is not to try to be. The only way is to draw things just as they are."

Which convinces me that it must be a funny world.

17

THE PICTURE-TAKERS

I READ with ill-concealed envy these stories about how well office boys get along, and I look in vain for something about office girls. What are all the girls doing while all the boys are growing up to be presidents? But of course I know the answer. They are sitting at home twiddling their thumbs till they are old enough to be let out to battle with big business.

You can imagine, then, how thrilling it was to find a woman who not only began her career but also began to make money at the age of eight. Ruth Nichols, whose photographs you undoubtedly know, solved a puzzle in a magazine when she was eight years old and got a little Kodak for a prize. Her life from that day to this has been just one Kodak after another. The charming part of it is that she was not only learning her profession all the time but also making a neat profit with a friendly trafficking in five-cent blueprints.

Among the obvious advantages of photography as a profession is, first, the demand. The art has developed rapidly in the last few years. Photographs are not only much better than they used to be but also much more salable. Their destination is no longer the family album. They appear in society pages and Sunday supplements, they illustrate articles, they glorify fashions, and they advertise breakfast foods. They are used by decorators to get clients, by architects for professional prestige, and by stage favorites to advertise their shows.

As an illustrative medium the photograph divides honors with drawings and paintings. It is quicker, cheaper, and for some purposes and in some people's opinion quite as desirable. I said cheaper, but this is not strictly true. With increased artistic value has come increased commercial valuation, and the evolution of the five-cent blueprint to the five-hundred-dollar camera study is something to marvel at but to believe.

Photography may flourish in any community, but the more money people have, the larger market there is, and the higher-priced. Portrait work for clients offers fewer locality restrictions than photography of exteriors and gardens, and far fewer than commercial or illustrative photography. Usually people do not

have photographs taken of their houses and grounds unless they are rather fine, nor do decorators and editors ask for them. Naturally, also, if you wish to sell illustrations you must be in touch with the advertisers, agencies, or publications using them.

This, however, need not trouble the beginner. She can usually start in her home town and get plenty of business and experience. If she is really good, she will make herself known outside. If she later wants to enter the commercial field she can do it at home through listing agencies. Or if the demand warrants it she can pick up her camera and move.

A great advantage of photography is the fact that you can start so young and learn so much for yourself. Three necessary things should be kept in mind: first, you need technical knowledge of the mechanical processes of taking and finishing pictures; second, you need, as any artist needs, an appreciation of the fundamentals of composition, balance, spotting, and elimination; third, you need experience.

Mattie Edwards Hewitt says, and it is probably the best piece of advice ever given to an apprentice: "The way to learn to take good pictures is to take pictures. Don't work over one picture as a problem till you go stale. Do the best you can with it once. Look at it

and see what's wrong. Take more pictures. Attack more problems in the light of your experience."

This sort of thing you can do by yourself, and there are several good magazines which offer advice. The Eastman Kodak Company's publications are very helpful. The work of other good photographers may be an inspiration.

Many of the technicalities of managing the camera and of developing and finishing pictures may be learned at home, but an apprenticeship with a photographer is excellent training. Much depends on this mechanical business. Even if you do not want to do it all yourself later, you must be familiar with the processes. Otherwise you will not know what is wrong with the picture. Clara Sipprell, whose work is so successful, so varied and brilliant, had ten years' experience in her brother's business which made her an effortless master of her tools.

There are schools where you can take courses in photography. The Clarence White School in New York City is outstanding and offers instruction not only in the mechanics of photography but also in the artistic aspects of the work. Good courses are given also at the Brooklyn Institute of Arts and Sciences. I am inclined to think, however, that any courses may be more intelligently appreciated by people who have

already had experience in working out their own problems.

The artistic appreciation and sense of photographic values which distinguishes a good photographer from a poor one may be to a certain extent acquired by yourself. Any general art training which teaches fundamentals of design is helpful. The photographer does not mix colors like the painter, but must know colors for their photographic values and see the pictures in terms of light and shadow.

A familiarity with good pictures, architecture, sculpture, and allied arts is constructive, for it furnishes a background of good taste. A sensitiveness to impression and to dramatic values may be cultivated and turned to good account.

The portraitist must be a good psychologist, for the mood of the sitter is largely dependent on her, and the picture on the mood. She must be interested in the people who are her subjects, and she must have a pleasant social manner, or she will find herself without clients.

One drawback to photography from the woman's standpoint is that it is hard work. No frail woman could stand it to be on her feet so constantly, carrying heavy cameras, chasing the sun around a garden or a child around a studio. It is, on the other hand, a

business that can be carried on more or less on your own schedule, and one that often entails healthy outdoor work and brings you into contact with interesting people.

Getting started is the usual difficulty. One waits for clients, hopes the first ones will be talkative and pleased, and then waits for more clients. Photographers who are taken up by a magazine get good publicity which leads often to more and better orders.

Specialization appeals to a great many photographers but is probably not feasible in a small town. Doris Ulmann is one of the most interesting specializers. She has made a hobby of photographing distinguished people in the arts and professions and has a marvelous collection. Antoinette Hervey has spent years just photographing the Cathedral of Saint John the Divine in New York through its slow stages of development. Her collection is famous. Neither she nor Mrs. Ulmann is particularly interested in money-making.

Of all specialization perhaps children offer the most chances, for every mother has her child's picture taken, sometimes every year. Children are generally interesting subjects, and adults are less apt to be critical of a child's photograph than of their own. From

the commercial standpoint unusual child studies are salable for editorial use or for advertising.

Women photographers generally excel with children and have a knack of seeing the photographic values in houses and gardens. Still life and the impregnable male are not outside woman's province either. Clara Sipprell's studies of men are a revelation not only of what the great man looks like but what he thinks about. Her still-life studies are really portraits.

It has been said that men are more successful as photographers of women because women, unconsciously perhaps, show themselves at their best with them. The great difficulty in photographing many women is their self-consciousness and their disappointment when the camera refuses to record them as doubles of Greta Garbo or Katharine Cornell.

It seems strange that the great fashion photographers are men. One would think that this would be distinctly woman's field, for she ought to be able to sense the style value as well as photographic importance of clothes.

News photography both for daily publications and for motion pictures is generally conceded to be too strenuous for the ordinary woman. And no women have as yet made names for themselves in the actual

camera work of the motion picture studio. What will eventually come out of the tremendous activity and valuable experimentation and development in the motion picture industry remains to be seen. I have a feeling that women will play an increasing part in it.

Since we started this story with Mrs. Nichols and her eight-year-old beginning, I think it only fair to you and photography to tell you another quite different tale. Lena Towsley told me the story herself, and it ought to be very comforting to girls who are searching for just the right something to do.

"For fifteen years," says Miss Towsley, "I tried everything from teaching a district school, at which I was a complete failure, to dressmaking, kindergarten work, cataloging, library work, and civil service examinations, at all of which my progress was equally discouraging and discouraged. I loved children, but not in a mass. I wanted passionately to do portraits, but somehow it didn't just come off. Then, as they say in the advertisements, I stumbled on photography—quite as accidentally as I'd stumbled on all my other careers—and it just clicked."

Miss Towsley is a fervent specialist. Portraits and children are her real interests and she sticks to them. She has had, by chance plus great ability, a marked success.

18

SELLING THE WORLD

If this chapter had been called "Telling the World," the title would have coincided with popular opinion about advertising. "Selling the World," however, comes closer to the truth. The girl who wants to go into advertising must be equipped with something more stable than adjectives. The copywriter's job, contrary to the layman's vague ideas, is only incidental—the show window of a bigger business.

The term advertising is applied to many activities, all of which are concerned with *telling* for the purpose of *selling*. It is commonly subdivided into two classes —national and retail.

National advertising is the advertising of nationally distributed products. It is usually executed and placed by an advertising agency working with the advertising manager of the business in question. The magazine is the chief medium, and others are the

newspaper, radio, billboard, car card, and direct mail.

Retail advertising is more local in its appeal. It is executed usually by the advertising department of the retail establishment and has for its mediums the local newspapers, catalogues, or direct mail.

The places where you will find advertising jobs, then, are in businesses that advertise, in agencies that create and place advertising, and in newspapers and magazines that carry it.

The best jobs, in most young people's opinion, seem to be those which have to do with national advertising. Yet it should be fairly obvious that these jobs are much fewer and more complicated of approach than those which have to do with retail advertising. There are literally thousands of newspapers to one magazine, and hundreds of thousands of retail establishments to one advertising agency.

Retail advertising may be local in appeal, but it is national in its habitat. It offers to the young would-be advertiser in her own home town an excellent chance to learn what advertising is and whether she likes it. Her problem may be a Saturday special of $4.98 pleated skirts, but if she is able to fill the basement of Jones's Department Store with women passionately desirous of wearing such skirts she has started to

learn how in a bigger way, national hunger is created for a breakfast cereal or a top hat.

The advertising department of a retail establishment, and especially a department store, is an excellent place for a girl to familiarize herself with the mechanics of advertising. Here cuts, copy, and space become more than words to her. If she is clever she soaks up invaluable information, not only about art work, copy-writing, proofreading, and layout, but also about space buying and merchandising. Any natural aptitude for selling or flair for style can be capitalized. Of all the advertisers the department store shows the greatest preference for women. It offers the most opportunities, most widely scattered, and may be considered either as an end in itself or as a stepping-stone to an agency or the advertising managership of a big nationally advertised business.

Next to the retail establishment, and in some instances quite as valuable, are the apprentice opportunities in the advertising departments of local newspapers. They give the other side of the picture, placing the emphasis on selling rather than on the creation of advertising, but as any old-timer will tell you, it is excellent training. Space buying in the agencies and selling on national magazines have up to now been largely confined to men, but if women want to enter

this field they will find a newspaper training invaluable.

The sales promotion departments of big businesses and publications with their direct mail appeal and dealer contacts, in many instances offer opportunities to the girl who has had some preliminary advertising experience.

Many large enterprises and important people make use of publicity agents whose business it is to secure free advertising. The trained newspaper person is the logical applicant for this sort of job.

The advertising agencies are not particularly interested in inexperienced people, and they do not fall on the neck of every girl or boy who was "awfully good at English in college." Ten to one they would rather have some one with a mathematical mind or shrewd business sense who has worked in a department store or on a newspaper or even canvassed from door to door. The agency does not give women the preference you will often find in department stores. In fact women in responsible positions are still in the minority in the advertising agencies, though their number is rapidly growing.

The increasing importance of women's business in national advertising is no doubt responsible for the increasing deference paid to women's opinion. If

women know how to buy food and silk stockings and electric refrigerators and cold creams it begins to look as if possibly they also know something about what makes them sell.

The house, the frock, the food, the powder for your nose, that is woman's business. And that, to a large extent, is the advertiser's business too. At any rate this assumption has been responsible for the rapid rise of several clever women in the profession.

The J. Walter Thompson Company was the pioneer in this field. As early as 1912, converted to the idea that "women's work is in the agency," Mrs. Stanley Resor started there a women's department to take care of all national advertising of products sold to women. They now employ thirty-five women in this department alone.

The J. Walter Thompson Company has always been known as an excellent training school for advertising, but they can take in for training only about four girls a year. About half the girls employed by this company start as stenographers, and this is probably true of most agencies. Other apprenticeships that are available in agencies are jobs for clerks, apprentices in the research department or library, proofreaders, assistants in the art department, copy-writers, and assistants to executives.

Big jobs held by women in agencies are in the minority. Mrs. Resor is an outstanding figure in advertising. Mrs. Proetz, account executive of the Gardner Agency in St. Louis, has three times won a Harvard advertising award for her brilliant work. Dorothy Barstow has made a name for herself at the H. K. McCann Company. Nedda McGrath is an art director at the Blackman Company. At Batten, Barton, Durstine and Osborn, starting with two copies of *Printer's Ink* and a Bible, Mary Louise Alexander has built a library and research department that is without competition. And outside the agencies but affiliated with them, Pauline Arnold has created all by herself a research service organization with representatives in sixty-five cities which offers to agencies and manufacturers expert help in national trade and consumer investigation and survey.

There are inflated ideas about salaries paid in the advertising field, but the average is good. An apprentice for training may start at $25, a copy-writer at $35. Five thousand dollars is not unusual, and $20,000 not unknown.

A facile sort of success in advertising is possible with small talent and training, but the big jobs ask for more. A good education is invaluable, with em-

phasis on English, history, economics, psychology, languages, and art.

Courses in advertising are offered at many of the universities such as Harvard, New York, Columbia, Northwestern, and Missouri. The Alexander Hamilton Institute offers a course by mail. Some of these courses are practical, some extremely technical. Some, like the course at the Harvard School of Business, train especially for big business executive positions. The School of Journalism at the University of Missouri teaches advertising from the angle of the newspaper publisher who wants to sell space; their School of Business teaches the marketing angle.

If you are planning to take a course in advertising it would be well to familiarize yourself carefully with the aims and facilities of the various schools. And it would also be well to keep firmly in mind the necessity for practical experience as well as academic training.

Special training such as that of librarian, artist, economist, type expert, and proofreader is valuable in special advertising jobs. Selling experience, trade and consumer research, and newspaper work provide practical backgrounds. There is undoubtedly a chance in advertising for the girl who has been trained to write, but the good copy-writer must know more than

that, and when she knows more she becomes more than a copy-writer.

The emphasis in advertising is not on copy or on beautiful illustrations, no matter how much may be paid for them. Before the aroma of soup, the whir of the perfect motor, or that petal-textured feel of the faultless complexion enters your consciousness through the pages of your favorite magazine many varying opinions have met and clashed over the conference table. Chemistry and psychology and economics have been quoted. Questions have been asked and facts collected. Careful figuring has been done. No one is going to spend millions on a hunch. And certainly no one is going to intrust the spending of millions to the man or woman who hasn't good hard business sense.

The really valuable man or woman in advertising combines this business sense with a creative instinct which affects not only the advertising and merchandising policy for a product but often the product itself. The stylist's job exists here, for often it is the advertising manager or agency executive who, knowing what the public wants, is responsible for the fact that it gets it.

19

TELLING THE WORLD

They say "Talk's cheap," but there are many women who have made it pay. They are engaged in telling the world all sorts of things over the radio, the telephone, the luncheon table, the counter, or the lecture platform. Teaching, preaching, selling ideas, or selling commodities, they are capitalizing their information and their vocal cords.

The mere ability to write or to speak, regardless of subject matter, seldom finds an anxious market. You must know well whatever you expect to write or talk about. If you want ready listeners what you know must be what people want to hear.

Anna Steese Richardson is one of the best speakers I have ever heard. She can rise at a jaded luncheon table at half-past four in the afternoon and bring her listeners up in their seats, eager for every word. Mrs. Richardson never tries to fool her audience, and I can do no better than quote her for your benefit:

"If I were offering advice to an inexperienced speaker, I would emphasize two points. First, be sure of yourself. Not cocksure, not conceited; just sure. This means informing yourself on your subject as well as you can with facilities at hand and the time allowed you. A girl speaking the other evening for a prominent beauty specialist had forgotten her orange lipstick. She had also forgotten one of the most important powders. She started out with her audience of business women convinced that she was inexperienced, careless. Even if you are a little unprepared, don't admit it. Better still, be prepared.

"Second, know your audience. Just last week a man who draws a large salary from a big foundation rose before an audience of parents, teachers, principals, and board of education men and started his speech thus: 'I don't know what this is all about but I am glad to be here.'

"It was his business to know what it was all about and to prepare his talk. He was paid to tell this fine audience about the work of his foundation. Instead he antagonized them by showing that he had not cared enough to learn why the meeting had been called and why he had been invited to speak."

Women like Mrs. Richardson who can talk ably on politics and civic problems are in demand as

speakers. Other subjects on which authority is always listened to are child hygiene and education, good grooming, clothes, cooking, interior decoration, or, indeed, any aspect of homemaking.

A good chance for the home economics expert is to be found with big food manufacturers or public utility companies. Margaret Sawyer of the Postum Company is an outstanding figure in this field, which she defines as "educational."

"The sales department," says Miss Sawyer, "puts the package on the shelf after the advertising has stimulated the demand. It is then that the educational department functions, to see that the woman uses the product correctly—and often." Miss Sawyer has a field staff of forty women who travel about, talking to women's clubs and other organized groups. They are trained home economics experts with some previous business or teaching experience, women of poise and pleasant personality who can talk well. "The woman who is successful," says Miss Sawyer, "is the woman who is independent-minded, who can dramatize her work, be consistently enthusiastic, and like and be liked by people."

Another woman who has made a name for herself in this sort of work is Ada Bessie Swann, director of the Home Economics Department of the Public Ser-

vice Electric and Gas Company of New Jersey. Miss Swann claims a unique talking record. She has broadcast since May, 1924, at the same station and the same hour on the same subject. Her enormous radio audiences hang on the words of the "eating lady" while she tells them in a chatty way how to make their cakes rise, their stoves behave, and their homes look charming.

In addition to her broadcasting and speech-making, Miss Swann directs her kitchen and experimental laboratories and trains a staff of assistants. These girls have all had home economics training. Some of them are just out of college, and some have had teaching or speaking experience. They are trained under Miss Swann for about a year with salary and are then sent out to talk to groups such as women's clubs, parent-teacher associations, Girl Scout meetings, or high school classes, or to go into homes and explain equipment, demonstrate cooking, or answer questions.

Another field for the trained expert who can talk is textiles. There is a demand for clever women who have at their finger tips not only facts about how fabrics are manufactured and laundered but also the necessary fashion information as to how they may be made up and worn.

In clothes, cosmetics, or food, where style, method,

or individual adaptations enter in, talking is also valuable. The personality of the speaker helps put over the product, and the interchange of question and answer from the lecture platform settles the customer's doubts and secures for the manufacturer constructive facts on which to build his future policies.

As a matter of fact, though I have been speaking here of the more or less specialized talking jobs, there is much to be said for the power of speech in all business dealings. It is hard to say just how much merchandise has been talked across the counter, but the proportion is undoubtedly large.

In addition to information and a pleasant voice, good looks, good grooming, and a charming manner all help the woman who makes a public appearance. Over the radio, however, many of her props are taken away from her, and she must depend entirely on what can be heard. The voice then becomes preëminently important.

Unfortunately women's voices are often unsuitable for the radio. Judith Waller of the *Chicago Daily News* is director of Station WMAQ and, so far as I know, the only woman director in full charge of a station. She would naturally be predisposed to favor women if she could conscientiously do so. Yet she says, "Frankly, announcing is not a field for women.

In the majority of instances their voices do not register or carry well, and they are not pleasant to the average radio listener."

The woman musician, actress, public speaker, or specialist in home economics, beauty, or interior decorating is available as a radio entertainer only if her voice registers well and if she has the ability to dramatize her material and hold her audience, a much more difficult procedure over the radio than on the lecture platform. Many well-known actresses and musicians find to their chagrin that theirs are not radio voices, and many eminent authorities without vocal magnetism fail to bring in the fan mail. Some of the most successful radio performances have been in the form of impersonations, such as that mythical and priceless Calliope created by Katherine Tifft Jones.

In general, as Miss Waller points out, the woman's place in radio is a silent one. As program directors, or in preparing features, writing continuities, or rehearsing programs, women are doing fine work. There is also in the radio station as well as in many other businesses a place for a hostess, a woman of charm and presence, the sort of woman, in short, who would make a good hostess in a home.

The telephone offers an enormous number of vocal

opportunities to women, not only in the ordinary exchange work but also in the various bureaus which specialize in taking messages, giving information, or selling over the telephone.

I am not touching particularly on the voice problems of the talking pictures, for they have had much publicity. They are to a certain extent similar to those of the radio, but the screen actress can be seen as well as heard, which ought to help her somewhat.

To me, perhaps the most important aspect of the radio, the telephone, and now the "talkies" is not so much what women can do for them as what they are doing for women. The radio and the talking pictures especially have brought home to us the necessity for a standardization of American speech and better diction. Hollywood is all a-twitter about voice training, and the radio is even more constructively at work, indirectly by example, and directly by lessons broadcast by authorities on speech. These two agents can solve, if they will, the problems of setting up a national standard and furnishing to the student in the most remote community examples of good speech.

Interesting in this respect was the yearly award instituted in 1929 by the American Academy of Art and Letters of a gold medal to the radio announcer who

employed "the finest tone, the best diction, and the most agreeable accent" in the discharge of his duties.

Letitia E. Raubicheck, who is director of speech improvement in the New York City schools, tells me there are over 50,000 clinical cases in the New York elementary schools alone. These figures indicate stammering, lisping, baby talk, and similar defects, and do not even fractionally suggest the common slipshod faults of everyday speech. This gives some idea of the problem educators face.

A comparatively small number go in for public speaking, but good diction is a business asset, a charming social accomplishment, and, so they tell me, a real life-saver. The high, tight, nervous voice wears out the throat muscles and uses up an enormous amount of energy.

If you can afford it take a few lessons in tone-placing from a good singing teacher. Learn to breathe deeply from the diaphragm. Practice yawning for a relaxed throat. Listen, whenever possible, to instruction over the radio, or get yourself some good phonograph records. Study correct pronunciation and mind your *r*'s and *ing*'s. Learn to talk well. It will surely repay you.

20

THERE'S MONEY IN THE BANK

A FALLACY that is quietly dying is the idea that men shall make and women spend—money. We have done more than accept the woman wage-earner. We have admitted that she may make her money not only on soups and jellies and the minds of our children, but also by competing with men in the more or less abstract processes of finance. The women of Wall Street are no longer a sight or a sensation, and poor little Jenny So-and-So who works in a bank has by now, as like as not, acquired a large slice of its stock and a share in its management.

The first thing that any one, man or woman, must do before making up his or her mind to go into banking is to try to get a broad vision of what modern banking means. If you have been brought up in a small town where the bank means to most people a savings account, or possibly a checkbook or a mortgage, it is rather difficult to project your mind into

banking in the large, with its world-wide political, economic, and social significance. To make good in finance a woman as well as a man must have not only sound economic training but also vision and intelligence. For this is the biggest business of them all.

Commercial banking probably offers the greatest number of banking opportunities to women and the most diverse as far as locality goes. It is a good plan in this, as in any business or profession, to get your feet wet as near home as possible. It saves carfare and, often, time, energy, and tears.

If you are sure of your bent it is wise, before trying for a job, to have as much general and technical education as possible. Mathematics, psychology, and economics are all advisable, and the greatest of these is economics. In many colleges and universities it is possible to get excellent courses in business economics. Accounting may not appeal particularly, but a knowledge of it will come in handy. The same is true of business law, of statistical training, and of history.

Minna Bruere, the president of the Association of Bank Women and assistant secretary of the Central Hanover Bank and Trust Company, was at one time, as executive secretary to the president of the National City Bank, the first woman executive in Wall Street. Miss Bruere strongly advises getting a job and then

taking day or evening banking courses to supplement your practical experience. She is convinced that the bigger the job you tackle, the bigger your chances of success. She recommends not the old grubby mechanical virtues (now replaced to a great extent by adding-machines), but the more dramatic qualities of poise, concentration, good judgment, tact, sympathetic understanding, world vision, and spirit of adventure.

In some of the larger banks, training schools are carried on where fortunate young men and women with some experience or evidence of ability study the banking business with pay. Twelve or fifteen hundred dollars is an average apprentice salary. If this is not available, take any job you can get and keep your ears and eyes open. If a choice is offered, be sure to take the job that brings you into association with the more important people in the bank and gives you a chance to look in on what they do, say, and think.

Many women in banking think that a secretarial job sidetracks them, but I doubt if an able person can be shunted anywhere unless she prefers it, and the alert secretary to an executive has an exceptional opportunity to learn not only her own job but also the executive's.

Among the other opportunities that offer themselves

at first are bookkeeping, typing, filing, publicity, research, and statistical or library work. From such beginnings the smart young woman progresses, we hope, to such honorable estate as trust officer, head of the women's department or head of the personal service department, cashier or assistant cashier, secretary or assistant secretary, treasurer or assistant treasurer, vice president or—who knows?—even president.

The commercial banks have been doing more and more in the way of advice about everything touching the management, conservation, investment, and transference of money, and when women began to stoop to finance and to ask questions, a slightly Victorian idea obtained that it would be more suitable for them to consult a woman. So the women's department came into being. But the forward-looking bank woman will probably tell you that this marks only a phase and that in the bank of the future sex distinctions will be practically abolished.

Whether it is done by a woman for women, by a man for women, or by a man or woman for men and women, the personal service activity of the bank will undoubtedly go on. And for many aspects of the work women are admirably fitted. Adeline Evans Leiser of the Bowery Savings Bank was the first to organize a personal service department in any bank and the first

to use the radio for her education campaign. Her work includes advising on such diverse matters as investments, insurance, wills, and budgets. She does not actually buy the bonds or draw up the wills but maintains a store of up-to-date information for the benefit of clients.

Trust departments of banks or the trust companies offer in many people's opinion other excellent opportunities for a woman in the administration of guardianship and other trusts.

Also included under banking is another type of business that has nothing to do with ordinary banking activities such as checking or savings accounts. "Investment banking" is the term customarily employed to designate the activities of financial organizations whose principal business is the underwriting and distribution of securities. Many investment banking houses also carry on a brokerage business that consists of executing orders to buy and sell securities on the various stock exchanges or in the open market for the accounts of individual customers. In addition, there are many houses that do a brokerage business exclusively.

A sound apprenticeship in commercial banking would be an asset to any one who goes into investment banking. The jobs then available for a woman are

in the secretarial, bookkeeping, filing, library, or statistical departments.

For the girl with adequate economic training and a fondness for research there are exceptionally good opportunities in statistical work, because intelligent banking must be based on sound economics and facts must be determined, analyzed, and interpreted. In addition to the economic and statistical departments maintained by the large banking houses there are a number of commercial statistical agencies such as Babson's which compile and sell statistical information. An expert statistician may earn $5,000 a year, and often earns much more.

As in other businesses the greatest number of chances for making money are in the selling end. Some of the banking and brokerage houses now employ a certain number of security saleswomen and also so-called customers' women who execute stock orders. The security saleswomen are usually paid by commission. In the brokerage houses this is never done, but the salary earned by the customers' women naturally bears a close relation to the amount of business they bring in.

The first quality necessary in any sales business is abstract sales ability. It is not strictly true that if you can sell biscuits you can sell bonds, but if you can't

sell biscuits that is something to think about. "A pleasant personality, tremendous physical energy and endurance, and a 'pair of good strong legs,' " are cited as desirable characteristics for the would-be saleswoman by Clara Porter of the Guaranty Trust Company. She also emphasizes a real interest in the subject matter and an alert mind. When young college women drift to her desk for advice as to whether they could sell securities one of her questions is, "What part of the newspaper do you read first?" If they say "financial section" she knows one of two things. Either they are really keen or they are quick to take a suggestion. Either point would be in their favor.

The good saleswoman must be a financial adviser to her customers. The inherent values of securities she can get from statistics, but her knowledge of technical market positions depends on practical experience and also on whom she knows, how well she mixes with people, and how astute she is in sizing up human nature and situations. Social connections with financial backing or influence are as valuable for the young bond saleswoman as for the salesman.

Kathleen Taylor, manager of the uptown office of the brokerage firm of Harris and Vose, was the first woman to start a woman's department for a brokerage firm and the first to be accepted by the New York

Stock Exchange as manager of a branch office. Miss Taylor considers women wonderfully equipped to handle women's investments. So deep-rooted is her conviction that her office employs only women—board girls to change the quotation figures, telephone operators, secretaries, and customer's women. All these employees have excellent opportunities to learn the brokerage business and could move on eventually to responsible positions as managers of branch offices or as secretaries and assistants to executives in brokerage houses or banks.

Just how far women will go in finance is as problematical as anything else about them, but there are lots of things that would be more surprising than women on the New York Stock Exchange.

21

WORKING FOR UNCLE SAM

A JOB with Uncle Sam can be secured in three ways: by appointment, by passing examinations, or by the elective will of the people. So far the people have been sparing in their invitations to women to serve them. The federal, state, and city governments have a comparatively small number of honorary appointments to bestow. The great bulk of the jobs available, therefore, are secured by appointment following competitive examinations and fall into the category of "civil service."

Over half a million men and women hold United States civil service positions. Of the 64,000 employed in Washington, over 25,000 are women. All examinations are open to both men and women, and there is supposed to be no distinction of sex. Naturally there are certain branches of the service such as the railway postal service, arsenals, and machine shops for which women are not fitted. To balance these, need-

less to say, there are jobs for nurses, dietitians, and home economic experts that are women's prerogative.

There probably persists in certain branches of the service prejudice against women similar to the feeling that still hangs on in outside circles, but the growing number and importance of women in varied forms of government work indicate that such prejudices are being rapidly beaten down. The report of the United States Civil Service Commission for the fiscal year ending June 20, 1929, showed that women were appointed, under approximately 100 examinations, to 854 positions in departmental service in Washington and to 4,377 field positions.

Though there are many opportunities for unskilled or only slightly skilled women in the government service an increasing number of honorable positions with good salaries are going to them, and there is a growing demand for highly trained specialists in such different fields as sociology, engineering, finance, public health, and home economics. One of the three United States Civil Service Commissioners is a woman. The assistant director of the mint is a woman. The Children's Bureau is directed by a woman. A woman is director of the Women's Bureau, and another heads the Home Economics Bureau. There is a woman associate justice of the United States customs

court in New York and a woman collector of internal revenue in Chicago.

The top salary is $10,000 a year, and some other positions pay $7,000 or $5,000. In general, however, salaries are not high. To offset this there is the assurance of regular work and the stability of the employer. Uncle Sam shows no likelihood of going out of business. There is no restriction of race, color, and creed. There is wide geographic opportunity, good hours, good vacations with pay—some branches of the service give a month's vacation—provision for sick leave, retirement with annuity, employees' compensation in case of injury, and the probability of a permanent job and, if one is ambitious, of reasonable promotion.

It is easy to talk about civil service employees' drudging along year after year at safe and uninspiring salaries, but examples might also be given of women who have risen from $900 to $5,000 a year.

Mary Anderson, director of the Women's Bureau, Department of Labor, says:

"In talking to girls about opportunities for employment with the largest single employer in the country, the United States government, we wish to emphasize the fact that these jobs are not political plums handed out indiscriminately by senators, congressmen, or

other officials in a spirit of largesse. The vast majority of these positions are obtained by way of civil service examinations.

"The few top opportunities for women in government service, it is true, are received through presidential appointment. Coupled with such appointment, however, should be the essential combination of personality, ability, and training that qualify the women to hold the jobs and give the best service.

"The Women's Bureau has always stood for equal opportunity for women with men in government service as in all other positions in the economic world. We do not believe in the advancement of women merely because they are women any more than we indorse the preference given to men merely because they are men.

"Our advice to girls who are seeking employment in some branch of government service is that they fit themselves thoroughly for the job aspired to. Information as to qualifications and opportunities for such jobs as well as notices about pending examinations can be secured from the Civil Service Commission in Washington."

An increasing number of states and cities are following federal example in instituting the merit for the spoils system and selecting a large number of

their employees by a civil service system dependent on examinations. Information about jobs available in your state or city may be had by application to the proper authorities. In New York, for example, which was one of the first states to adopt this system, you address the New York State Civil Service Commission, Albany. In New York City you write to the Municipal Civil Service Commission at the Municipal Building.

Frances Perkins, Industrial Commissioner of New York State, by appointment of Governor Roosevelt, has this to say of government work:

"The chances there are perfectly remarkable. Quite young people with comparatively little training can enter the field from high school or college. The salaries are not high, but there are many perquisites. In New York, for instance, there's a four weeks' vacation with pay, a short work week, a fine retirement system, life and liability insurance carried by the state, and a very liberal policy in dealing with employees in sickness.

"Government employ offers *safety* to women in far greater measure than many outside industries. Because they feel secure, many people lose their self-starters and become afflicted with the well-known disease of 'civil service-itis.' The bright ambitious

girl, however, who is determined to get ahead should see in this less competitive field a special chance to advance.

"The government has use not only for masses of unskilled or partly skilled labor but also for an increasing number of specialists—for scientific and engineering minds in the Department of Public Works, for people trained in business and finance in the Tax Department, and for experts in sociology, medicine, and economics in the Departments of Health, Labor, and Public Works."

It used to be considered all right for women to serve as postmistresses or as government clerks, but when they aspired to help run the government it was thought that they were asking too much. This idea is passing. Women have been elected to Congress, to state legislatures, and to city governments.

From an interest in voting, through civic organizations and a gradual entrance into public life by way of school boards and such "womanly work," women have slowly but surely gained place. For them political life is still in a pioneering state, but already it offers great possibilities to the intelligent and public-spirited.

If you have an urge to public life the way to make a start is to set about informing yourself as fully as possible, not only in the ways of parties and politics,

but also in the fundamental principles of government. Such organizations as the League of Women Voters offer excellent opportunities to learn more.

Even if you find that you do not want to make a career of politics it is a fine hobby and a satisfying way to spend your leisure. Local governments and civic organizations can use any amount of unselfish and intelligent energy.

Ruth Pratt, representative to Congress from the Seventeenth District, New York, says:

"I hope one does not have to be an elected official in order to work for Uncle Sam. I have never felt that the qualifications, training, and rewards for women in government service should differ from those of men.

"One gets into government work largely through active association with a political organization, and I do feel that every man and woman owes an obligation to take an affirmative and active interest in good government, making contributions whenever he or she can to the cause.

"If a person goes into political work with the idea of holding political office, it is essential that he or she work with and through a political organization and win the confidence of the co-workers and leaders; and, having won that, go out and win the confidence of the public at large. The confidence and support of the people can be held only by honest, efficient, and in-

telligent administration of the office to which a person has been elected.

"I must confess that I think at the present time women are expected to be better at their jobs than men. This is due to the fact that women holding office are still somewhat of a novelty, and so the limelight of publicity is turned on their every act. This does no harm, in my opinion; it serves as a challenge for better service."

A fascinating phase of government work which has opened up to women in the last few years is the foreign service. Lucile Atcherson, appointed as diplomatic secretary in Berne in 1922, was the first in the field, but several women have followed her. The Department of State will furnish information about qualifications for and requirements of the service. Applicants for examination need not have a college degree, but, obviously, to be successful in this sort of work a man or woman requires not only a sound education but also a background of culture and experience and rare qualities of resourcefulness, tolerance, and diplomacy. A certain number of minor positions are of course open to women in the foreign offices, and though being a stenographer at home or abroad means just about the same thing, such positions carry great appeal for the girl with the wanderlust.

22

HELPING PEOPLE OUT

Social work has been called a job for the person with a soft heart and a hard head. Lady Bountiful with the market basket has gone out of style. Statistics are now important. A science is being evolved. But not even the new psychology and economics have been able to take from this human job its human characteristics. Social work is becoming an increasingly intelligent interest in people and an effort to make life more worth living.

For the girl who loves people as individuals, who is interested in broad human problems, or who feels an urge, as many young people do, to try to right a few wrongs and throw in her lot with the less fortunate, social work presents varied and ample opportunities ranging all the way from part-time volunteer jobs for débutantes to responsible salaried positions for college women with graduate work and experience.

I am told that social work is making an increasing appeal to college girls because, in its present dynamic state of growth, it offers so sporting a chance for intelligent experiment. Girls with scientific background and an eager academic interest in psychology, sociology, and economics find in social work something to get their teeth into. It is vivid and human. It is crying to be done. And there are more jobs for trained workers than can at the moment be filled.

There are all kinds of opportunities in social work, and many good workers have had comparatively little formal training. Most girls who are going into the work now, however, with the idea of making it a real profession are college graduates with specialized training. There are in the country twenty-eight accredited schools of social work belonging to the Association of Schools of Professional Social Work, and most of them demand a preliminary A.B. degree. Among the best of these are the Graduate School of Social Work and Public Health at the University of Chicago, the Pennsylvania School of Social and Health Work in Philadelphia, the School of Social Service at Simmons College, the Smith College Training School for Social Work, and the New York School of Social Work. At the New York School of Social Work the requirements for admission are:

(1) an undergraduate degree from a college of recognized standard, or

(2) a minimum of two full years of college work plus one of the following:

a. four years of social work in an agency known to have high standards.

b. the completion of a nurse's training course.

c. teaching and other social professions which are allied to the social work field.

Eighteen months' work (or 90 credit points) are required for a diploma, or students may, if they wish, enroll for a single course under the extension work plan. Special training for settlement or music school executives, teachers, and directors is one of the features of the New York School, as is the training for institutional executives carried on in connection with the Children's Village at Dobbs Ferry.

After she has completed her training, the young social worker must expect to spend two or three years as a sort of apprentice before she is ready to hold an executive position. Her initial salary may be $1,800 a year. For the girl without graduate training in a school of social work, apprenticeships in organized charities offer $1,200 a year. Within five years the trained social worker should be earning between

$1,800 and $2,100 as associate district secretary. District secretaries get a maximum salary of $3,000. Five thousand is a very good salary in social work, and $7,000 is top price. There is still a tradition in the profession that big executive jobs should go to men.

The Charity Organization Society of New York is one of the largest in the country. It employs 80 paid trained workers, and last year their work was supplemented by 113 unpaid volunteers who do everything from typing to tutoring, from map making to motor corps service.

In addition to maintaining the New York School of Social Work for the training of workers the Charity Organization Society last year collaborated with the Junior League in a course for volunteer workers which was attended by 85 Junior League probationers, 50 of whom were so keenly interested in the work that they petitioned for an advanced course.

Many of these young girls so trained become valuable volunteer workers. In fact a Junior Leaguer, Jean Luke, who for seven years has given generously of her time to the organization, heads the bureau which engages not only volunteers but also paid workers. Incidentally the experience of volunteer

work gives a fine, understanding background for later service on boards of directors.

Another interesting activity of the Charity Organization Society is what is called Junior Month, held every July in New York. Twelve women's colleges send one junior each to Junior Month to get a panoramic view of what social work really is.

Organized social work usually resolves itself into two distinct types, work with the individual, technically known as social case work, and group work, such as is found most commonly in settlement houses. Both types of social work are increasingly using research, statistics, and legislative work as tools toward larger goals. The modern social work organization regards itself as a social laboratory which should reveal its findings to the public as a basis for larger action.

Most social workers today began their training in the social case work field. "Case work," says Clare M. Tousley, Assistant Director of the Charity Organization Society, "is the common denominator to all types of social work dealing with the individual and the family. Case work in the hospital, for instance, is called medical social service, in the school it is called visiting teaching, and in the juvenile courts it

is called probation work. Therefore, if you would do social work in the hospital you must know case work plus something about hospitals. If you want to do juvenile court work you should know case work plus something about the legal end. Child placing demands a case work background plus child psychology. And industrial personnel work is based on case work plus something about industry and economics.

"The object of case work is not, as some people assume, a business of giving money to get people out of trouble. The report of the Charity Organization for 1929 indicates that of all the 13,000 families that came under its care, only 40.5 per cent. needed to be helped financially.

"What the social case worker is trying to do is teach people to be self-maintaining, not only financially but also physically, emotionally, and mentally."

Social work with groups rather than with individuals or families is done by recreation centers, settlements, playgrounds, summer camps, and to a certain extent by such organizations as the Y.W.C.A., Girl Scouts, and Campfire Girls. This work is to a large extent coöperative and is usually educational, inspirational, or health-minded.

There was a time when social work almost spelled "settlements," and they still present one of the most

human and colorful phases of work with people. Hull House and Jane Addams, the Henry Street Settlement and Lillian Wald, still mean more to many than do case work or compensation laws.

There are those who will tell you that the great day of the settlement is past, but Mary Simkhovitch, head worker at Greenwich House and one of the most colorful figures in the field, disagrees.

"To many," she says, "a settlement suggests a place with red geraniums in the front windows and a bad piano in the back room. But what a settlement really is is a center for the understanding of, organization of, and service to the locality. It's an experiment in coöperative living, a sample of what life might be.

"The important thing for the future is an integration of all our efforts toward a higher type of civilization. The reason I'm still interested, after thirty years, in the settlement field is because it seems to me to be the only social group where all these forces —art, music, science, medicine, economics, or what have you—are brought together and integrated."

A settlement like Greenwich House does not pretend to be only a welfare agency. It is rather a coöperative neighborhood center with a definite social and educational tinge. It believes that the solution of the

problem of the art of living may be worked out in many different ways, and for that reason it welcomes and encourages numberless forward-looking experiments, such as pre-school clinics for mothers and little children, a children's theater, a nursery school, work-shops for pottery, wood-carving, and stone-cutting, a music school, various forms of athletics and clubs, an active health center, and a neighborhood civic group. The settlement offers not only opportunities for the trained social worker. There is a place here for the musician, the artist, the economist, the sociologist, the psychiatrist—indeed for any one who combines special abilities with an instinct for people.

Social work is today an organized profession. The American Association of Social Workers is to the social work world what the bar is to the law. There are, as we have seen, definite educational requirements, organized charities, and businesslike institutions for carrying on the work. People go into social work on salary and expect to do a regular day's work as they would in any business or profession.

There is no getting around the fact, however, that to make a success of this work you must have a real feeling for people and care about what happens to them. Moreover, you must care intelligently and have the good sense, good humor, and bravery to work

persistently and courageously at what may often seem a tedious and unavailing job. If you are at all in doubt about possessing the requisite qualities social work is not your field.

Obviously, although social work is now out of the amateur class, it can still find work for idle hands to do, and much may be accomplished by intelligent volunteers. You can earn your living at social work, or if you are not interested in salary you can make it an avocation that will help fill your life. It is well to look ahead, if you can, while you are young, and try to foresee and forestall those later boredoms and insufficiencies that overtake so many. Not every job or hobby can be depended on to hold your interest, but if anything can be predicted it seems moderately certain that people will always be the most fascinating, variable, and worth-while subject matter in the world.

23

LIVING WITH YOUR JOB

It is not unusual to hear people say, "She has a good job, *but*—" The *but* may indicate anything from dissatisfaction to a nervous breakdown. It is no sure indication of a girl's inability or of a job's insufficiency. It is always, however, a fairly sure sign that they do not get on too well together.

By a "good job" is usually meant a job that pays a more than creditable salary. To some people this is all that matters, and if their interest in money is great enough you will find no *buts* in their lives.

To other people a "good job" means that it is the sort of work they want to do, that they are good at it, that it furnishes pleasant surroundings or conditions for work, pleasant associates, leisure, or easy adaptation to home conditions. A job may seem good because it is quiet or because it is exciting, because it offers routine or adventure, fame or anonymity, incentive or forgetfulness, diversion or a lifework.

Every one must make her own decision as to what she wants from her job. And every one, having chosen her job for her own reasons, should reconcile herself to her choice. If she chooses money she ought not to complain because she finds it necessary to work hard among stupid people. If she wants fresh air and green trees she ought not to regret the bright lights of Broadway. If she chooses a charming job she ought not to be disgruntled if it does not furnish a large income also. One of the chief causes of girls' dissatisfaction with their jobs is that old inability to have the cake and eat it.

Sometimes, on the other hand, the trouble is that girls do not exert themselves to see the possibilities in their work. Many a job is an inanimate thing until a bright girl gets hold of it. She can give it life and vigor, make it put out new branches, strengthen its roots, and bear fruit. No job in the world is static. It is what somebody makes it.

Sometimes girls are well enough pleased with their jobs but do not see the possibilities of tying them up with outside interests and making them more vital. An unrelated job soon exhausts itself, but all life is so close knit that no job need remain a separate entity.

Sometimes girls refuse to get too much interested in their jobs, fearing that they will be "held down."

This is all right if they are content with the results of their decision. Often, however, it is the girl who will not *give* to a job who complains the most about its failing to be interesting. An old axiom it is, about getting out of something about what you put in, but it's as sound as arithmetic.

Girls who refuse to have interests other than their jobs sometimes go far, but often they get nervous breakdowns. A little relief from concentration helps keep a nice balance, and that is what normal living means. Get a hobby or an avocation, if you can, to keep yourself from growing stale. Amateur dramatics, glee club or orchestra, gardening, modern art or old china, cooking, politics—it doesn't matter what you choose so long as it pleases you, amuses you, stimulates you, or rests you. Then when things get snarled up you can just take yourself over to your hobby—like stepping from a room you are tired of into fresh surroundings.

If you have a sedentary job try for a "movable" hobby. If your work is over-exciting your diversion should be soothing—close to the soil. If your job is dry and statistical you should aim at a flippant outside interest. And if your job seems hardly worth preserving in the scheme of things you may find satis-

faction in an avocation that tries to do something for the world.

I know one woman who was so fed up with editing that she scratched together enough money to buy a little shack in Connecticut to which she retreats whenever she can get a day, week-end, or a couple of weeks off. In January she breaks through the snow to get there, and even in July she has to trek five miles with her fresh eggs and oranges. But she has developed a passion for gardening which keeps her hands busy in season and her mind occupied out of season. And her larkspur is beginning to be talked about.

I know another girl who works in a department store with a six-day schedule. The toot of a train whistle or the sight of a ship going down the bay intoxicates her, yet two weeks' vacation is all she rates. She has, however, a perfect collection of travel booklets, and she knows more about what to see and how than lots of people who really travel. Every summer she takes her two weeks' trip, which is a work of art. And some year soon she is going to get a special dispensation and double her time allowance. Then what she is going to do and see is something to dream about.

I know another woman who makes an avocation of auctions. She never buys much, because she can not afford to—but she is the greatest expert on the

petty bargain that I ever knew. And she has picked up a tremendous amount of information on old silver.

The question of fatigue and nerves and ill health of women in business is one that interests the psychologists very much. Almost never when they investigate do they find that the underlying cause is just hard work. Almost always it is a question of maladjustment, physical or mental, which can usually be sensibly corrected.

Sometimes the cause of inefficiency is almost purely physical. Girls do not eat, regularly, enough nourishing, well-balanced food. They think they can go in for freak diets. They think they can work hard all day and then play hard half the night as their leisured sisters do. They do not take enough exercise of the proper kind. And when they work they do not work easily.

Tenseness may be largely overcome if you know how. You can learn to relax over a typewriter, or you can wear yourself out and get backaches. You can obviate fatigue if you will learn to sit, stand, and walk properly, to see that your working and sleeping quarters are well aired, and to practice relaxing every once in so often while you are at work.

Organizing your work for the day and the week, concentrating when you do work, and trying to keep

an indifferent attitude toward fake emergencies will help you to steer a less nervous course if you are the type that is in danger of fatigue.

Homes should be organized as well as offices. It is a mistake for any business woman who holds or hopes to hold an important job to try to shoulder too much family responsibility or to saddle herself with unnecessary home duties. There are family situations that are unavoidable and obligations that must be met, but often it is a girl's false sense of duty which keeps her worn out with mother's worries, father's crotchets, brother's scrapes, and sister's babies. Girls in business should be considerate but slightly hard-boiled when it comes to seeing that they get at home much the same treatment that their brothers get.

It is not always the girl with home ties who is bound. Many a bachelor girl in a one-room-bath-and-kitchenette thinks she is emancipated when really she is tied to the necessity of sleeping on a hard bed, washing out her own clothes, making her own hats, and eating her own casual food or the chicken salad in the tea-room next door. If this is living one's own life in the great city give me Mother's biscuits and Main Street.

Every office worker should have some physical relaxation suited to her particular needs. Swimming-

pools are available in many towns, and offer perhaps the most perfect form of exercise. Skating is fine, and so are golf and tennis when the season permits. Rhythmic dancing is good. Acrobatics, corrective gymnasium, fencing, basket ball, rowing, pingpong, and even croquet all have their value to different individuals. Long hikes in the country on Saturday or Sunday are good if you can manage them. They bring you back well aired, with your kinks worked out.

The outdoor forms of exercise serve more than one end, for they get you into the fresh air. For this purpose walking back and forth to your work can not be too warmly recommended. You may feel too tired when you leave at night, but try it a few times, and you will find fatigue slipping away from you as your muscles get to work. If possible, however, do not depend just on walking. It is good, but it doesn't use all your muscles, and it is not a game.

Consult your own preferences in the choice of exercise or relaxing sport, but also if possible consult a clever physical director who will be able to tell you what form of activity will do you, personally, the most good. In many places the local Y.W.C.A.'s offer inexpensive opportunities for various forms of exercise. Failing the chance for personal direction, you can

always fall back on phonograph records or the radio for inspiration and help.

Every worker should have a real vacation at least once a year. This vacation is best taken in different surroundings from those in which you spend your daily life, among different people and doing different things. It should refresh you mentally and physically, give you new things to think about and renewed vigor for your job. Don't, however, make the mistake of plunging from a sedentary life into two weeks of violent exercise from which you come back with a bad case of sunburn, an upset digestion, and overtaxed muscles. Some people's vacations are enough to ruin their efficiency for the rest of the year. Let yours be a tonic and a rest, not a cyclonic disturbance.

I think it may truly be said that a job can make your life, or make it miserable. It really depends not on the job but on you. Do not let it ride you. Do not be afraid of it. Do not resent it. Do not fight it or depend too much on it or allow it to dominate your whole life.

Try to live with your job amicably, as with an old friend. But try, too, not to let it become to you as uninteresting as some friends unfortunately do.

Be clever enough to see that since your job fills

so much of your days it is well to adjust yourself to it as speedily and easily as possible, to incorporate it into your scheme of things, and to take from it all the joy you can. Use it to help make your life full and interesting, and be grateful for whatever help it can give you in learning to live.

READING LIST ON OCCUPATIONS

The following list of books published since 1920 is by no means inclusive.

Occupations for Women. Hatcher, O. Latham. Richmond, Va., Southern Women's Educational Alliance, 1927.

Careers for Women. Fleischman, Doris. New York, Doubleday Doran Company, 1928.

What Girls Can Do. Wanger, Ruth. New York, Henry Holt and Company, 1926.

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Careers for Women. Filene, Catherine. Boston and New York, Houghton Mifflin Company, 1920.

Women Professional Workers. Adams, Elizabeth Kemper. New York, The Macmillan Company, 1921.

Training for the Professions and Allied Occupations. Bureau of Vocational Information, New York, 1924. Out of print, but reprints of the following chapters may be secured by writing to the Bureau at 51 East Forty-Second Street, New York City: Positions of Responsibility in Department Stores and Other Retail Selling Organizations; A Study of Opportunities for Women. 126 pp.—Statistical Work: A Study of Opportunities for Women. 154 pp.—Women in Chemistry: A Study of Professional Opportunities. 272 pp.

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How Women Can Make Money. Croy, Mrs. Homer. New York, Funk and Wagnalls Company, 1928.

Tea Room and Cafeteria Management. Elliott, R. N. Boston, Mass., Little, Brown and Company.

Cooking for Profit. Bradley, Alice. American School for Home Economics, 830 East Fifty-Eighth Street, Chicago, Illinois.

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Women in Journalism. Boughner, Genevieve Jackson. New York, D. Appleton and Company, 1926.

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